!ĭΘþǁǁ ǅǅΘþǁǁ Ŷǁ !ƨǴ



þǇǅþĭǁǁ ƕyǅƑɯ
ƕĭþǁɋŰǁ !ǈǂyǁǁǇ ɋƑТǂƽŰǁ ƕĭǂǀ
ƕǅƑyǁǁ ɣþǁɋŰǁ !ƨƽ

Ǉǂƒƽǈyǅǈ ƕĭǆɋþŬǁ ǀǁþǁʀǈǁǁ ʀǀǁþǅ Ĭǯ ăþǁɋǕǁ þĭǈǇǂǁǁ ƕĭǁƑyǯ ǌǈǂƨǅ

ǅĭƺưǈǅǁǁ þưǆ ƕǈɯǈ ǅǅ

Level of Effectiveness of Administrative Development and its Obstacles at the Centers of Jordanian Ministries from Employees' Perspective

ƕǴǁƑƯǁǁ ɋǁɋYƌ

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þǈǂǀɋǁǁ ƤǂƨŬǁ ƹǁþʅƌ

ƕǆǈƑТɑǁǁ þƽТ ƧĭǆƇ

2013

مستوى فعالية التطوير الإداري في مراكز الوزارات الأردنية ومعوقاته من وجهة نظر الموظفين

Level of Effectiveness of Administrative Development and its Obstacles at The Centers of Jordanian Ministries from Employees' Perspective

إعداد

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قدمت هذه الرسالة استكمالاً لمتطلبات الحصول على درجة الماجستير في تخصص الادارة العامة

في جامعة اليرموك،اربد، الاردن.

وافق عليها

الاستاذ الدكتور أنيس صقر الخصاونة.............................مشرفاً ورئيساً

استاذ في الادارة العامة، جامعة اليرموك

الاستاذ الدكتور جمال داوود ابودوله...............................عضواً

استاذ في ادارة الاعمال، جامعة اليرموك

الاستاذ الدكتور احمد محمد الشياب..............................عضواً

استاذ في الادارة العامة، جامعة اليرموك

تاريخ المناقشة

2013/5/5

بسم الله الرحمن الرحيم

{ الرَّحْمَنُ * عَلَّمَ الْقُرْآنَ *

خَلَقَ الإِنسَانَ * عَلَّمَهُ الْبَيَانَ }

صدق اللّهُ العظيم

الاهداء

الى منارة العلم والامام المصطفى .. الى سيد الخلق .. محمد صلى الله عليه وسلم . . .

الى من جعلني في حياته أميره وفي احضانه طفلة صغيرة .. الى من دفعني الى العلم وبه ازداد افتخار .. أبي العزيز. . .

الى الكوكب المضيء بذاته والعطاء الذي لا يعرف قانونا .. بها اكبر وعليها اعتمد شمعة متقدة تنير حياتي .. أمي الغالية . . .

الى الجميلة في كل شيء .. الى من استمتع بروعة فنها وألوان لوحاتها .. وطيبة قلبها .. أختي الغالية أنيسة . . .

الى الذين تسكن صورهم وأصواتهم أجمل الأيام واللحظات التي عشتها .. أخواني الأعزاء محمد وأحمد . . .

الى من افتقدهم .. الى من تذوقت معهم أجمل لحظات حياتي وأروعها .. الى من افتقد ابتساماتهم وأصواتهم ووجودهم بجانبي .. سارة وآلاء . . .

الى كل من له فضل علي في اعداد هذه الرسالة . . .

دعائكم الله جميعاً وألبسكم ثوب الصحة والعافية . . . .

الباحثة

الشكر والتقدير

الحمد لله ذو المن والفضل والإحسان، حمداً يليق بجلاله وعظمته ولله الشكر أولاً وأخيراً على حسن توفيقه، وكريم عونه بعد أن يسّر العسير، وذلّل الصعب، وعلى تفضّله عليّ بوالدين كريمين شقا لي طريق العلم، وكانا خير سند لي طيلة حياتي الدراسية من تشجيع ودعاء وصبر وعطاء.

أتقدم بجزيل الشكر وعظيم الامتنان الى الاستاذ الدكتور أنيس صقر الخصاونة الذي تفضل وتكرم بالاشراف على سير هذه الرسالة، فكان لتوجيهاته السديدة ونصائحه القيمة عظيم الأثر في اثراء، وتعديل، واخراج هذا الجهد العلمي المتواضع. كذلك أتقدم بالشكر والتقدير الى كل من الاستاذ الدكتور أحمد محمد الشياب والاستاذ الدكتور جمال داوود أبودولة على تفضلهم بمناقشة الرسالة، والشكر موصول الى كل المحكمين الذين استجابوا للباحثة وقدموا اقتراحاتهم السديدة.

فيما تقف كلمات الشكر عاجزة ان تفي بما في النفس من الامتنان والتقدير لكل من ساندني لاكمال رسالتي من أخوات لم تلدهن أمي، من خير من جالسني وواساني وحفزني ورافقني يوم بيوم، وساعة بساعة سارة وآلاء، الى زملاء و زميلات اغدقوا علي بعطاء علمهم وكانوا لي خير معين. ابتهل الى المولى عز وجل ان يجزي كل من نصحني او ارشدني ولو بجزء بسيط خير الجزاء، ولهم مني كل التقدير والعرفان.

الباحثة

ايناس محمود الجمل

ﻟ ƑĩǋłƟǅǁǫ Ƨ ƥǊƺ

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35	[illegible] **(1)** [illegible]
39	[illegible] **(2)** [illegible]
41	[illegible] **(3)** [illegible]
41	[illegible] **(4)** [illegible]
43	[illegible] **(5)** [illegible]
44	[illegible] **(6)** [illegible]
46	[illegible] **(7)** [illegible]
48	[illegible] **(8)** [illegible]
49	[illegible] **(9)** [illegible]
51	[illegible] **(10)** [illegible]
53	[illegible] **(11)** [illegible]
54	[illegible] **(12)** [illegible]
55	[illegible] **(13)** [illegible]
56	[illegible] **(14)** [illegible]
58	[illegible] **(15)** [illegible]
59	[illegible] **(16)** [illegible]
60	[illegible] **(17)** [illegible]

ƕƟƨƮǖƃ	ǗǆǭǖƃƂ
60	ǆǀƳ ƙ ƆǖƄǽǎƾƆ ƄƴƕƅƲƈǆƍƆ ƙ ƐǀǉƅƳ ƆǘǆƄǟǔƄǭƎǓƃ ƕƶƳƆ ǆǀǆƵƸǀƬƆ ƆƟǀƳ ƕƳƆǁ ƕǀǉƢ ǆǀƅƲƈǆǀƃ ƕǉƏǆƁƃ Ɔƴ ǆǀƳ ƆƸǀƊƆƃ **(18)** ǗǆǭǖƂ ǂƕǀƎƃ ǆǀǀǔƊƃ ǗǆǭǖƂ ƞǆǀǆǆƃ ǉǔƬƁƃ ƌǆƍ ƕǀƈƁƃ ƆƸǀƊƆƃ ƕǀƇƕǔǆ ǆǀǖǆǔǟǀƃ ƕǀƈǀƆƎƲƃ ǆƉƀ ǖǀǆǀƲƃ Ɔƴǀƕ ƕǀǔǖǀƃ
61	ǆǀƳ ƙ ƅƳƆƴǉƃ ƆǉƲƍƍƆ ǗǆƵƿƆ ǖǀƳƆ ǆǀƅƉƟ ƆƔƈǀƂ ƕǀǭǉƲ ƕƈƀ ǖǀƳƆ ǆǀǀƔƆǀǀƃ **(19)** ǗǆǭǖƂ ǅǀǀƴƈǀǀƃ ƄǀƳ ǆǀƔƆ ƕǀǔǖǀƃ ǆǀǖǆǔǟǀƃ ƕǀƈǀƆƎƲƃ ǆƉƀ ǖǀǆǀƲƃ Ɔƴǀƕ ƕǀǔǖǀƃ
62	ƗƋǀƳ ƆǉƲƍǉƵƆ ƆǉƲƍƍƆ ǗǆƵƿƆ ǖǀƳƆ ǆǀƅƉƟ ƆƔƈǀƂ ƕǀǭǉƲ ƕƈƀ ǖǀƳƆ ǆǀǀƔƆǀǀƃ **(20)** ǗǆǭǖƂ ƆƉǀƴǀ ƕǀǖǆǔǟǀƃ ǆƉƀ ǖǀǆǀƲƃ Ɔƴǀƕ ǆǀƳ ƙ ƂƳ ǅǀƆǀƆ ǗƞƎƆǀ ƕǀƈǀƆƎƲƃ
63	ƗƋǀƳ ƆǉƲƍǉƵƆ ƆǉƲƍƍƆ ǗǆƵƿƆ ǖǀƳƆ ǆǀƅƉƟ ƆƔƈǀƂ ƕǀǭǉƲ ƕƈƀ ǖǀƳƆ ǆǀǀƔƆǀǀƃ **(21)** ǗǆǭǖƂ ƆƉǀƴǀ ƕǀǖǆǔǟǀƃ ǆƉƀ ǖǀǆǀƲƃ Ɔƴǀƕ ǆǀƳ ƙ ƂƳ ǅǀƆǀƆ ƕǀǭǉƲƈ ǅǀǀǀǀƃ ƕǀƈǀƆƎƲƃ
63	ƗƋǀƳ ƆǉƲƍǉƵƆ ƆǉƲƍƍƆ ǗǆƵƿƆ ǖǀƳƆ ǆǀƅƉƟ ƆƔƈǀƂ ƕǀǭǉƲ ƕƈƀ ǖǀƳƆ ǆǀǀƔƆǀǀƃ **(22)** ǗǆǭǖƂ ƕǀǆǉǖǀƃ ǆƉƀ ǖǀǆǀƲƃ Ɔƴǀƕ ǆǀƳ ƙ ƂƳ ƛƴǆǀǀƃ ƆǀǀƦƬ ǅǀƃ ƕǀǀǀǀƃ ǅƕǀƆǀǀƃ ǆǭƳ ƕǀƈǀƆƎƲƃ ƆƉǀƴǀ
65	ǂƕǀƕǉƵǀƆƃ ƕǀƴǀƃ " ǅ " ƕǀƈǀƆǉ ƕǀǭǉƲ ƕƈƀ ǖǀƳƆ ǆǀǀƔƆǀǀƃ **(23)** ǗǆǭǖƂ ƙǖǀƃ ƕǀƈǀƆƎƲƃ ƗƋǀƳ ƆƉǀƴǀ ƕǀǖǆǔǟǀƃ ǆƉǀǀǆ ƕǀƟƕǀƃ ǗǆǀƆƃ ƕǀƃƂǀǀ ǆǀƳ ƙ
65	ƕǀƕǉƵǀƃ ƆǉƲƍƍƆ ǗǆƵƿƆ ǖǀƳƆ ǆǀƅƉƟ ƆƔƈǀƂ ƕǀǭǉƲ ƕƈƀ ǖǀƳƆ ǆǀǀƔƆǀǀƃ **(24)** ǗǆǭǖƂ ƕǀǀƃ ƕǀƈǀƆƎƲƃ ƗƋǀƳ ƆƉǀƴǀ ƕǀǖǆǔǟǀƃ ǆƉǀǀǆ ƕǀƟƕǀƃ ǗǆǀƆƃ ƕǀƃƂǀǀ ǆǀƳ ƙ ǂƕǀƕǉƵǀƆƃ
66	ǂƕǀƕǉƵǀƆƃ ƕǀƴǀƃ ǗǆƵƿƆ ǖǀƳƆ ǆǀƅƉƟ ƆƔƈǀƂ ƕǀǭǉƲ ƕƈƀ ǖǀƳƆ ǆǀǀƔƆǀǀƃ **(25)** ǗǆǭǖƂ ƄǀƳ ƙ ǆǀƆƃ ƕǀƈǀƆƎƲƃ Ɔƴǀƕ ƗƋǀƳ ƆƉǀƴǀ ƕǀǖǆǔǟǀƃ ǆƉǀǀǆ ƕǀƟƕǀƃ ǗǆǀƆƃ ƕǀƃƂǀǀ ǆǀƳ ƙ ǅǀǀƴƈǀǀƃ
67	ƕǀƕǉƵǀƃ ƆǉƲƍƍƆ ǗǆƵƿƆ ǖǀƳƆ ǆǀƅƉƟ ƆƔƈǀƂ ƕǀǭǉƲ ƕƈƀ ǖǀƳƆ ǆǀǀƔƆǀǀƃ **(26)** ǗǆǭǖƂ ǗƞƎƆǀ ƕǀƈǀƆƎƲƃ ƗƋǀƳ ƆƉǀƴǀ ƕǀǖǆǔǟǀƃ ǆƉǀǀǆ ƕǀƟƕǀƃ ǗǆǀƆƃ ƕǀƃƂǀǀ ǆǀƳ ƙ ǂƕǀƕǉƵǀƆƃ ǅǀƆǀƆ
67	ƕǀƕǉƵǀƃ ƆǉƲƍƍƆ ǗǆƵƿƆ ǖǀƳƆ ǆǀƅƉƟ ƆƔƈǀƂ ƕǀǭǉƲ ƕƈƀ ǖǀƳƆ ǆǀǀƔƆǀǀƃ **(27)** ǗǆǭǖƂ ǅǀǀǀǀƃ ƕǀƈǀƆƎƲƃ ƗƋǀƳ ƆƉǀƴǀ ƕǀǖǆǔǟǀƃ ǆƉǀǀǆ ƕǀƟƕǀƃ ǗǆǀƆƃ ƕǀƃƂǀǀ ǆǀƳ ƙ ǂƕǀƕǉƵǀƆƃ ƕǀǭǉƲƈ
68	ƕǀƴǀƃ ƆǉƲƍƍƆ ǗǆƵƿƆ ǖǀƳƆ ǆǀƅƉƟ ƆƔƈǀƂ ƕǀǭǉƲ ƕƈƀ ǖǀƳƆ ǆǀǀƔƆǀǀƃ **(28)** ǗǆǭǖƂ ƗƋǀƳ ƕǀƈǀƆƎƲƃ ƗƋǀƳ ƆƉǀƴǀ ƕǀǖǆǔǟǀƃ ǆƉǀǀǆ ƕǀƟƕǀƃ ǗǆǀƆƃ ƕǀƃƂǀǀ ǆǀƳ ƙ ǂƕǀƕǉƵǀƆƃ ǅƕǀƆǀǀƃ ƕǀƈǀƆƎƲƃ
70	ǅǀƆǀƟǉƃ ƆƉǀƴǀ ƕǀǖǆǔǟǀƃ ǆƉƀ ǖǀǆǀƲƃ ƔǉƳƆǀ ǂƕǀƕǉƵǀƆƃ ƅǉƆǀƃ **(29)** ƕƀ ǗǆǭǖƂ

ϬΘǘǅǁǭ Ƨ ϸǋǳ

ƕΘƺΤǁǭ	ϬΘǂǅǁǭ
82	ƕƨǭϸǫǁǭ ƔǭǬǠ (**1**) !ϧϸ ϬΘǂǅ
88	ǅǮǅǀΘǅǁǭ ƅƒǅƨǭ (**2**) !ϧϸ ϬΘǂǅ

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[illegible] (331) [illegible]

[illegible] (α≤0.05) [illegible]

[illegible] (α≤0.05) [illegible]

[illegible]

(2009)

LJþƧŪƒ Ŏù5 ĭƧƒþŰƒ ƧŏĂƱk!ƒ þĂnjŋ Ŧŏ!Ǵƶ5 ăĂkʅdž! ǴǉkƼƧƶdž ǅþƵ Ŏ5 Ŧʅƒƨþ!ƒ ǉŖǋ Ŧǃ‡Ƭdž LJdž‡k

Ǵùdž ǉþǴùƽdž ýƒƋùʅ ĬǃƵ ŦǊǴŋű! Ĭƶʅk Ŧʅƒƨþ!ƒ ǉŖǋ LJǴ5 ǋŏǃƵĂ þĂnjŋ!ƒ ǉŖǋ ǋŋƒĂk Ŏk!ƒ ƘǴpĂƶdž!ƒĂ

ÞLJŏƽƱĂdž!ƒ ƧƱǉ ŦnjŋĂ LJdž LJþƧŪƒ Ŏ5 ĭƧƒþŰƒ ƧŏĂƱk!ƒ ƘǴpĂƶdžĂ Ŧŏ!Ǵƶ5 ăĂkʅdž

:ǊƨƐþqǁƐ ǊǂƏƨƈ

Þ ŦŏǉþƧŪƒ ƘƒƧƨĂ!ƒ ƨ‡ƒƧdž Ŏ5 LJĂƽƱĂdž!ƒ ǉƒƧŏ Ǵdž‡ ĭƧƒþŰƒ ƧŏĂƱk!ƒ Ŧŏ!Ǵƶ5 ăĂkʅdž ĂǋǴdž .1

ŦŏǉĂǉǴǀ!ƒ ýdžƒĂƶ!ƒĂ ÜŦŏþǴdž!ƒ ýdžƒĂƶ!ƒĂ ÜŦŏƧƒþŰƒ ýdžƒĂƶ!ƒĂ LJdž ý‡ ǋǃ‡Ƭŏ ĭŖ!ƒ ŦpǴƵŰƒ ăĂkʅdž ĂǋǴdž .2

ŦnjŋĂ LJdž LJþƧŪƒ Ŏ5 ĭƧƒþŰƒ ƧŏĂƱk!ƒ þĂnjŋ! Ŧŏʅǵŏʅ!ƒ ýdžƒĂƶ!ƒĂ ÜŦŏƵǴdžkŋŬƒ ýdžƒĂƶ!ƒĂ ÜŦŏƑƒƧŋŬƒĂ

ÞLJŏƽƱĂdž!ƒ ƧƱǉ

ăĂkʅdž! LJŏƛĂƠǊdž!ƒ Ƨŏþǀk Ŏ5 (α≤0.05) Ŧ!Ŭþ!ƒ ăĂkʅdž þǉƵ ŦŏƑǴƮơǫ Ŧ!Ŭþ Ƙƒ Ŗ ƭĂƧ5 ǁǴǉǋ ýǋ .3

Þ Ŧŏ5ƒƧƩĂdžŏþ!ƒ ƒ ƑǴƮƤǃ! ăƨƶk LJþƧŪƒ Ŏ5 ĭƧƒþŰƒ ƧŏĂƱk!ƒ þĂnjŋ Ŧŏ!Ǵƶ5

LJŏƛĂùƠǊdž!ƒ Ƨŏþùǀk Ŏù5 (α≤0.05) Ŧù!Ŭþ!ƒ ăĂkʅdž þǉƵ ŦŏƑǴƮơǫ Ŧ!Ŭþ Ƙƒ Ŗ ƭĂƧ5 ǁǴǉǋ ýǋ .4

Ĭ!ǫ ăƨƶk Ă ĭƧƒþŰƒ ƧŏĂƱk!ƒ þĂnjŋ! ŦƯƧkƽdž!ƒ ƘǴpĂƶdž!ƒ LJdž ŦƵĂdžŋdž ǋǃ‡ƬǊ ĭŖ!ƒ ŦpǴƵŰƒ ăĂkʅdž!

Þ Ŧŏ5ƒƧƩĂdžŏþ!ƒ ǅnjƮƑǴƮƤ

ǊƨƐþqǁƐ ǊĭǄǉƈ

ǊĭþƯǆǁƐ ǊĭǄǉŬƐ

ƻƧǴùƶdžǊ ŦŏǊƧƶ!ƒ ŦǊk‡dž!ƒ þ5Ƨkʅ Ŏk!ƒ ŦŏƧƱǉ ƘǴŏǊþǅ LJdž Ŧʅƒƨþ!ƒ ǉŖǋ ǋƽŏƯkʅ ǴdžǊ ŦŏdžǋŪƒ LJdž‡k

ýþĂkdž!ƒ LJdž Ŗǫ ÛŦŏǉþƧŪƒ ƘƒƧƨĂ!ƒ ƨ‡ƒƧdž Ŏ5 ǋkǴpĂƶdžĂ ĭƧƒþŰƒ ƧŏĂƱk!ƒ Ŧŏ!Ǵƶ5 ăĂkʅdž ýĂơ ŦŏƧƱǉ

ƘǴùʅƒƨþ!ƒ ƒ ǀǉùǊ ÜŦùǃĂdžkdž!ƒĂ ĭƧƒþŰƒ ƧŏĂƱk!ƒ ƘǴŏǊþǅ Ŏ5 ǀĂŋƽ!ƒ þʅ Ŏ5 Ŧʅƒƨþ!ƒ ǊƑǴkǉ ǅnjʅk LJǅ

ƧùƱǉ ŦùnjŋĂ LJùdž ŦƮǴƤĂ ǴnjkǴpĂƶdžĂ ĭƧƒþŰƒ ƧŏĂƱk!ƒ ǋdžƒƧǊ LJdž þŏþƶ!ƒ Ŧŏ!Ǵƶ5 ǅŏǀk Ŏk!ƒ Ŧŏǉƒþŏdž!ƒ

ƯùƶǊ Ŧùŏ!Ǵƶ5 ǅŏùǀk ŦǀǊǴʅ!ƒ ƘǴʅƒƧþ!ƒ ǅƱƶdž LJǴǊ ǴdžǃƵ ŦŏǉþƧŪƒ ƘƒƧƨĂ!ƒ ƨ‡ƒƧdž Ŏ5 LJdž LJŏƽƱĂdž!ƒ

ƘƒþùơĂ Ŏù5 LJŏǃdžǴùƶ!ƒ LJŏƽƱĂùdž!ƒ Ăǅ LJŏŏþǴǀ!ƒ ƧƱǉ ŦnjŋĂ LJdž ǴnjkǴpĂƶdžĂ ĭƧƒþŰƒ ƧŏĂƱk!ƒ ǋdžƒƧǊ

ăĂƙʅùǆ Ƙù!ĂǴǀƙ Ǒƙ!ƒ ƖƧĂƮǀǆ!ƒ ƘǴʅƒƧƥ!ƒ Ǒ5 ƖƧƥǀ ǁǴǀǈǊ ǋǀƒ Ǐ!ǫ ƖƧǴƮǕƒ ƧƥƞƙĂ .ǐƧƒƥǕƒ ƧǒĂƱƙ!ƒ

.ǈǒ5ƲĂǆ!ƒ ƧƲǀ ƚǌƞĂ ǈǆ ƚǒǀƥƧǕƒ ƘƒƧƒƨĂ!ƒ ƨǂƒƧǆ Ǒ5 ǐƧƒƥǕƒ ƧǒĂƱƙ!ƒ ƚǒ!Ǵƶ5 ƘǴƿĂƶǆĂ

ǶǐǂǅǇǁƐ ǶǐǅǇǀǕƐ

ƯùƶǶ ƻǒƲĂƙ Ǐǁƶ ƧƒƧ!ƒ ǐƦƤƙǆ ƖƥƶǴʅǆ Ǒ5 ǴǌƙǴǒƮĂƙĂ ƚʅƒƧƥ!ƒ ǋǴƙǀ ǅǌʅƙ ǈǅ ýĂǆǆǆ!ƒ ǈǆ

ǈùƶ ƖƧùǒƤǕƒ ǀƦùǊ ƖƧƥƿ ỳƼƧĂ ǐƧƒƥǕƒ ƧǒĂƱƙ!ƒ ǋǆƒƧǶĂ ƥĂǌƞ ăĂƙʅǆ ỳƼƧĂ ƨǒƨƶƙ! ǕǋǴƙǀ!ƒ ǀƦǊ

.ǴǌƙƥơýǒǁƙĂ ǴǌƶǆýǆǴƶƙǁ!ƒƥǒǌǆƙǐƧƒƥǕƒ ƧǒĂƱƙ!ƒ ƘǴƿĂƶǆƥǒƥơƙ ƭǒƧƱ

:ǶƨƐƥǫǁƐ ƺƐǫǀǅ

:ƚǒ!Ǵƙ!ƒ ƻƒƥǊǕƒ ƭǒǀơƙ Ǐ!ǫ ƚʅƒƧƥ!ƒ Ǐƶʅƙ

1. ƻƧƶƙ!ƒ Ǐǁƶ ăĂƙʅǆ ƚǒ!Ǵƶ5 ƧǒĂƱƙ!ƒ ǐƧƒƥǕƒ Ǵǆǂ ǅǀƒƧǒ ǈĂ5ƲĂǆ!ƒ Ǒ5 ƨǂƒƧǆ ƘƒƧƒƨĂ!ƒ ƚǒǀƥƧǕƒ

2. ƻƧƶƙ!ƒ Ǐǁƶ ăĂƙʅǆ ƚƿǴƶǕƒ Ǒƙ!ƒ ǴǌǁǂƮƙ ýǂ ǈǆ ƘǴƿĂƶǆ!ƒ ƚưƧƙƙǆ!ƒ Ǒ5 ƒƦǊ ƒ!ƚùơƙ !ƥĂùǌƞ

.ǈƥƧǕƒ Ǒ5 ǐƧƒƥǕƒ ƧǒĂƱƙ!ƒ

3. ƚƶƧǆ ǴǒƼ5 ǫƦƒ ǂùǈǀǌǁ 5ùƧƒƙƨ ƘƒƦ ƚù!ǕƥƧǫ ƚǒǴǒƮƤǫ ƚùǆǊǆ ƦùǀƵ ăĂƙʅùǆ ƥ!ǕƥƧ!ƒ

ăƨùƶƙ ǈǆƧǕƒ Ǒù5 ǐƧƒƥǕƒ ƧǒĂùƱƙ!ƒ ƥĂùǊǌ ƚùǒ!Ǵƶ5 ăĂƙʅǆ! ǈǒǀĂơǋǆ!ƒ Ƨƒƥǁƙ Ǒ5 (**α**≤0.05)

.ƚ5ƒƧƺĂǆǒƥ!ƒ ǅǌƮǴƒƮƤ!

4. ƚƶƧǆ ǴǒƼ5 ǫƦƒ ǂǀǊ ƘƒƦ ƚǒǴǒƮƤǫ ƚ!ǕƥƧ ƦƒƵ ăĂƙʅǆ ƥǀƦ ƚ!ǕƥƧ!ƒ (**α**≤0.05) Ǒ5 ƧǒƤùǁƙ

ǐƧƒƥǕƒ ƧǒĂùƱƙ!ƒ ƥĂǌƞ! ƚưƧƙƙǆ!ƒ ƘǴƿĂƶǆ!ƒ ǈǆ ƚƶĂǆƞǆ ǂǆƮƙ Ǒƙ!ƒ ƚƿǴƶǕƒ ăĂƙʅǆ! ǈǒǀĂơǋǆ!ƒ

.ƚ5ƒƧƺĂǆǒƥ!ƒ ǅǌƮǴƒƮƤ! ăƨƶƙ ǈǆƧǕƒ Ǒ5

5. ǅǒƥǁƙ ƯƶǶ ƘǴƮĂƙ!ƒ ǀǴǀǶ Ǐǁƶ ǋǴƙǀ ƚʅƒƧƥ!ƒ ǐƦƤƙǆ! ƧƒƧ!ƒ.

ƕƨ ƐƥƍǁƐ ƖƑƓƮƥƺ

.1 ǁǴǇǋ ǎǍǂ Ʃƪ Ǎǩ ǍǍǂǳ Ǎǩǁ ǇǴǁ ǍǍ ǦǏǂ ǚ ǂǐ ǂǀ ƥǍǤ ƣ ǍǉǇǯ ǎǍǇǹ ǍǈǇǌ Ǎ ǌǁ ǈ

.ǍǍǍƥƨǀǂǌǉǨǡǘǂ ƨǏǁǈǈǂ ǍǍ

.2 ǁǴǇǋ ǎǍǂ Ʃƪ Ǎǩ ǍǍǂǳ Ǎǩǁ ǇǴǁ ǍǍǎ Ʃǂ ǚ ǂǐ ǂǀ ƥǍǤ ǁǈǁ Ǎǈ ƣǍǈǈǂ ƥǍǉǩǂ ǍǍ ǂǉƥǍƨ ǁǉǴǐǁ ƥǍǇǯ

.ǍǍǍƥƨǀǂǌǉǨǡǘǂ ƨǏǁǈǈǂ ǍǍ ǁǴǇǋ ǎǍǂ Ʃƪ Ǎǩ ǍǍǂǳ Ǎǩǁ ǇǴǁ ǍǍ

.3 Ǔ ƥǂǎ ƳǍƨ Ǩǂǎ ǍǍ ƥǎ ǍǍǍƥǳ ǁǈǁ ǍǍ ǁǈǁ ǍǍǍ (α≤0.05) ǍǍ ǍǍ ǈǈǁ ǁǈǍǍǏ ǈǁ

.ǍǍǍƩǁǆǁǈǁǍǑǍǍƪǏǎǍ ǈǁǍǍǍǇǇ

.4 Ǔ ƥǂǎ ƳǍƨ Ǩǂǎ ǍǍ ƥǎ ǍǍǍƥǳ ǁǈǁ ǍǍ ǁǈǁ ǍǍǍ (α≤0.05) ǍǍ ǍǍ ǈǈǁ ǁǈǍǍǏ ǈǁ

ǁǴǇǋ ǎǍǂ Ʃƪ Ǎǩ ǍǍǂǳ Ǎǩǁ ǇǴǁ ǍǍ ǦǏǂ ǚ ǂǐ ǂǀ ƥǍǤ ǁǈǁ Ǎǈ ƣǍǈǈǂ ƥǍǉǩǂ

.ǍǍǍƩǁǆǁǈǁǍǑǍǍƪǏǎ ǈǁǍǍ

ƕƨ ƐƥƍǁƐ ƕƑƨƑƥǁƐ ƖƐƥƑǆǁƐ

ǌǁǈ: ǍǍǍǍƐǂ ǍǈǍǍ ǁǈǁ ǍǍ ǁǈǁǈ ƨǁǈǁ ǁǈǁǍǍ ƥǂ ǁǈǁ ǁǈǁ ǍǍ ǍǍǍǍ ǁǈǁ Ǎǩ ǁǈǁ ǁǈǁ

.ǁǴǇǋ ǎǍǂ

ǁǈǁǌ: ǍǍǍ ǁǈǁ ǍǍ ǍǍǍ ǍǍǍ ǁǈǁ ǁǈǁ ǍǍ ǁǈǁ ǁǈǁ ǁǈǁ ǁǈǁǈ ǍǍǍ ǁǈǁǈ

.ǍǍǍǍǍ ǁǈǁǍǍ ǁǈǁǍǍǍ ǍǍǍǍǍ ǁǈǁ

:ǁǈǁǌ: ǁǈǁǈ ǍǍǍǍ ǍǍǍǍǍ ǁǈǁǌ ǍǍǍ ǁǈǁǈ ǍǍǍ ǁǈǁ ǁǈǁǌ ǁǈǁ:

1- ǁǈǁ ǁǈǁǈ .

2- ǁǈǁ ǁǈǁǈ .

3- ǁǈǁǈ ǁǈǁ.

4- ǁǈǁǈ ǁǈǁ ǁǈǁǈ .

5- ǁǈǁ ǁǈǁǈ.

6- ǁǈǁ ǁǈǁǈ ǁǈǁ ǁǈǁ ǁǈǁ.

[illegible] -3

[illegible]

[illegible] -4

[illegible]

[illegible] (5-1) [illegible]

[illegible]

[illegible]

1- [illegible]

2- [illegible]

3- [illegible]

4- [illegible]

[illegible]

1- [illegible]

2- [illegible]

3- [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

.(2010 [illegible]) [illegible]

[illegible]

[illegible]

[illegible] .(2005 [illegible])

[illegible] .(2006 [illegible])

[illegible] (French,1984) [illegible]

[illegible] .[illegible]

[illegible]:

. [illegible] .(Wallace,1989)

. [illegible] .(Jansen & etl ,2001) [illegible]

. [illegible] .(Paauwe&Williams,2001)

[illegible]

.(**2003** [illegible]) [illegible]

[illegible]

.(**1994**[illegible]) [illegible]

[illegible]

.(**1999**[illegible]

.(1995

.(2010)

.(1992)

[illegible]

[illegible]

.(McNamara, 1999)

[illegible] (1992 [illegible]) [illegible]:

1) [illegible]

2) [illegible].

3) [illegible].

[illegible] (1992 [illegible]) [illegible]:

1) [illegible].

2) [illegible].

3) [illegible].

4) [illegible].

5) [illegible].

6) اللامركزية الإدارية والإدارة التشاركية.

[illegible]:

[illegible]

LJöùħ Ŧ‡ƧƙTùďž Ŧő!ĂƑʅùďž ǑùNj ĭƧƒþŰƒ ƧőĂƱƙ!ƒ Ŧő!ĂƑʅďž Džƈ Ăǁǀ (2002 ÛħDŽƨƐNjʂǁƐ) ƧőTő

:Ŧő!Ǵƙ!ƒ ƻƒƧƱŰƒ

ÜƧőĂùƱƙ!ƒ Ŧùőǁďžƺ! Ŧďžƨǚ!ƒ ƘƒƇƒƧƞŰƒĂ ŦďžǴƺ!ƒ ƘǴʅǴőʅ!ƒ DžʅƧĂ DžƵþħ DžĂǀƙ Ŧőơ : ƑĭŦyǁƐ ƔþƐǭŰƐ.1

.ƧőĂƱƙ!ƒ Ŧőǁďžƺ! Ɣʅǵǉďž!ƒ ƢǵǉďžǃƧő5Ăƙ! Ŧħʅǵǉďž!ƒ Ŧ5Ǵǀƛ!ƒ ǴǴǀƙǉƒ Ǒ5 DžNjǴʅƙĂ

ƧőĂùƱƙǁ! Ŧùőǁďžƺ!ƒ ŦƱTǉŰƒ ŦőǴƵƧĂ þƧƒĂďž!ƒĂ ƘƒƧħƤ!ƒ Ƨő5Ăƙ Ǒ5 DžNjǴʅƙ :ħĭþʅǴǁƐ ǭþƐNjDŽǁƐ ƔþƐǭǭ.2

.ĭƧƒþŰƒ

Ƨő5Ăùƙ yùďž LJőǁďžǴƺǁ! NJďžþǀő ĭƦ!ƒ ƴőƞTƙ!ƒĂ ǴnjʅDƧƙő Ǒƙ!ƒ ǀþơĂ!ƒ þƒƧ5D ƧőĂƱƙ :þʅƑǴDŽǁƐ üNjəƨDŽǁƐ.3

.Ŧőǁďžƺ!ƒ ǉƦNj NJħǁƱƙƙ ĭƦ!ƒ ƘpĂ!ƒ

ǀþùőŦŰƒ Ŧùħƺƨ!ƒ Ǵƒþħǭ NJőǁƵ DžƙơőĂ ÜƧőĂƱƙ!ƒ Ŧőǁďžƶ Ǒ5 Ŧőʅőƒƨ!ƒ Ŧő!ĂƑʅďž!ƒ ƴďžơƙő Ŧőơ : ƺưNjDŽǁƐ.4

ƒ Ƨù5 LJďž ǀþǴ5ƙʅǚ! NJƑǚďžƨ! NJƺőƞTƙĂ ÜŦʅʅƌďž!ƒ ƻƒþNjD ƴďž ĬTǴďžƙő Ǵďžħ Ǒ5őƲĂ!ƒ ǉƧǴʅďž ƧőĂƱƙ Ǒ5

.ĭƧƒþŰƒ ƧőĂƱƙ!ƒ

Ŧùőǁďžƺ! Ŧùďžƨǚ!ƒĂ ŦőƧĂƧưù!ƒ ƱĂƧTù!ƒ Ʊƺħħ DžƨƙǁǁőLJƒ ĭƧƒþŰƒ ƧőĂƱƙ!ƒ Ŧőǁďžƺħ DžƑǴǀ!ƒ Ĭǁƶ

ƷƧù5ƙ!ƒĂ ƒ ƮùƤƙ!Ǵŧ ÜƱĂƧTùħ Ǚǭ ʂùǀơƙő LJƒ LJùŦďžő Ǚ ĭƧƒþŰƒ ƧőĂƱƙ!Ǵù5 ÜĭƧƒþŰƒ ƧőĂƱƙ!ƒ

Ŧùőǁďžƶ Ĭùǁƶ LJőďžƑǴùǀ!ƒĂ LJőƮƙƤďž!ƒ ƒ ǴƤTŰƒ ǁƑ!ĂD ƷƧ5ƙ ǀƧĂƧư NJħ DžǁʅƦďž!ƒ LJďž5 .ŦőƧƒƧďžƙʅŰƒĂ

Ĭǁƶ þƵǴʅő ŦőƧƒƧďžƙʅŰƒĂ ƷƧ5ƙ!ƒĂ ƒ ƮƤƙ!ƒ ƱĂƧT ʂǀơƙ LJǭ .LJǴőơŰƒ Ɣ!Ǵƺ Ǒ5 ĭƧƒþŰƒ ƧőĂƱƙ!ƒ

Ɣƞő ƱĂƧT!ƒ ǉƦNj Ĭ!ǭ Ŧ5Ǵư ǭ .ƴǴƞďž!ƒ ƒƦNj Ǒ5 ŦőƙƒƦ!ƒ ǀƧþ!!ƒ ŦőďžǉƙĂ ĭƧƒþŰƒ ƧőĂƱƙ!ƒ Ŧőʅʅƌďž ƨőƨƺƙ

yùďž ŦƱħƙƧďž NJ5ƒþNjD LJĂŦƙ LJD ƔƞőĂ ÜŦőƑőħ Ă Ŧő5Ǵǀƛ ƻĂƧƲħ ǴƱħƙƧďž LJĂŦő LJD ĭƧƒþŰƒ ƧőĂƱƙ!ƒ Ĭǁƶ

.(1994ÛăþNjYƑƻǁƐ) Ʋƺħ!ƒ Ǵnjưƺħ

Ƨ5Ăùƙħ .ǴùnjơǴƞǉŰ Ŧnjƞ LJďž ƧƛŦD LJďž þĂnjƞ!ƒ ƻƙǴŦƙ Ĭ!ǭ ĭƧƒþŰƒ ƧőĂƱƙ!ƒ ʂőħƱƙ Ŧőǁďžƶ ƜǴƙơƙ

ƘǴǉǴőħ ŦďžĂŦơ!ƒ ƧƒþƮǁħ ƴƛďžƙő ĭƦ!ƒ þþTƙďž!ƒ ǑďžĂŦơ!ƒ DžƒƨƙǁŰƒĂ Ǵőǁƺ!ƒ ƘǴőĂƙʅďž!ƒ LJďž Ǒʅǵőʅ!ƒ DžƵþ!ƒ

LJőďžƑǴùǀ!ƒ ǴŰĂĂ ŦőþƞĂ ƧőĂƱƙ!ƒ ŦƱƤ Ʀő5ǉƙ ƘǴħǁƱƙďž Ƨő5Ăƙ yďž ÜĭƧƒþŰƒ ƧőĂƱƙ!ƒĂ ƟǚƮŰǴħ ŦƮǴƤ

[illegible]

[illegible] .(2003 [illegible]

[illegible] :(1999 McNamara) [illegible]

1. [illegible]
2. [illegible]
3. [illegible]
4. [illegible]

[illegible]:

[illegible]

[illegible] .(1994 [illegible])

[illegible]:

(2003 [illegible])

1- [illegible].

2- [illegible].

3- [illegible].

4- [illegible].

5- [illegible].

.(1999)

.(2005)

.2 [illegible]

[illegible]

[illegible] **(1994** [illegible]

[illegible] **(1995** [illegible]

[illegible]

.1 [illegible]

[illegible] **(1996** [illegible]

[illegible]

[illegible]

[illegible] .(1999 [illegible])

.2 [illegible]:

[illegible]

.(2005 [illegible])

.3 [illegible]:

[illegible]

.(1999 [illegible])

[illegible]

.(2005 [illegible])

.4 [illegible]:

[illegible]

[illegible]
.(1999 [illegible]) [illegible]

5. [illegible]:

[illegible]
.(1999 [illegible]) "[illegible]"

(1994) .1

(1989)

(1994) .2

[illegible]

3. (1994 [illegible]) [illegible]

4. (1995 [illegible]) [illegible]

5. (1996 [illegible]) [illegible]

þùnjzdž ǴNjþùǀzǒ Ǒùķ!ƒ ŧǒŀǒƧþķ!ƒ ǋdžƒƧŀ!ƒ ŧǒ!Ǵz5 ŧ5Ƨzdž Ǐ!ǫ Ƙ5þNj ŧʅƒƧþŀ (1997ÛŀdžNjƑƬǪǁƐ) DžǴp .6

ǉŖùNj Ǒ5 ƒĂŧƧǴƬ ǇǒŖ!ƒ ǇǒŀƧþķdž!ƒ ƧƱǉ ŧnjηĂ ǇǊdž ǁ!ŖĂ ÜŧǒdžƬǴnj!ƒ ŧǒǉþƧǕƒ ŧŧǁdždž!ƒ Ǒ5 ŧdžǴz!ƒ ǀƧƒþǕƒ

ŧưù5ƤǉdžƘʅùǒ! ŧùdžǴz!ƒ ǀƧƒþǕƒ þnjzdž ǴNjþǀzǒ Ǒķ!ƒ ŧǒŀǒƧþķ!ƒ ǋdžƒƧŀ!ƒ ǇǊ ǋƑǴķǉ!ƒ ƘƧnjƱƒ .ǋdžƒƧŀ!ƒ

ŧùǒŀǒƧþķ!ƒ ǋdžƒƧùŀ!ƒ ŧùǒ!Ǵz5 Ǉǒùŀ ŧdžnjdž ŧǒƑǴƬơǫ ƘǗǕþ ƘƒŖ ƘǴpǔƵ þηĂǒ Ǖ NJǉƒĂ Ǵdžŧ ÜŧǒǴz5!ƒ

ŧùǒ!Ǵz5 ƯǴù5ƤǉǴŀ þƑǴʅù!ƒ þǴǀķƵǕƒ ǇǊ ǏǁƵ ƒþǒŧdžķ ǋƑǴķǉ!ƒ Ƙʅŧƶ .ǋdžƒƧŀ!ƒ ǉŖnj! ĭƧƒþǕƒ ăĂķʅdž!ƒĂ

ǇǒǒdžĂùŧơ!ƒ Ǉǒ5ƱĂdž!ƒ ǅƒþD ǇǊƵ ǴưƧ!ƒ ǅþƵ Ʃŧzǒ ŧdžǴz!ƒ ǀƧƒþǕƒ þnjzdž ǴNjþǀzǒ Ǒķ!ƒ ŧǒŀǒƧþķ!ƒ ǋdžƒƧŀ!ƒ

.ŧǒŀǒƧþķ!ƒ ǋdžƒƧŀ!ƒ ŧǒ!Ǵz5! ǴǒǀǒǀơǴdžǒǒǀķ Ʃŧzǒ Ǵdždž ƧƛŧD

NJùķǴpĂzdžĂ ĭƧƒþǕƒ ƧǒĂƱķ!ƒ ŧǒǁƵǴ5 Džǒǒǀķ Ǐ!ǫ ŧʅƒƧþ!ƒ ǉŖNj Ƙ5þNj ŧʅƒƧþŀ (1999ÛǏdžƑDžŧƨDžǁƐ) DžǴp .7

ƧƛǊķ ăþdž þǒþơķ Ǐ!ǫ Ƙ5þNjĂ Ǵdžŧ ÜŧǒǉþƧǕƒ ŧǒdžĂŧơ!ƒ ǀƨnjηǕƒ Ǒ5 ǇǒǁdžǴz!ƒ Ǉǒ5ƱĂdž!ƒ ƧƱǉ ŧnjηĂ ǇǊdž

.Ǉǒ5ƱĂdžǁ! ŧǒƵǴdžķηǕƒĂ ŧǒ5ǒƱĂ!ƒ ƒ ƑǴƬƤ!Ǵŀ Džǒǒǀķ!ƒ ŧǒǁdžƵ

ýùǒǁơķ Ǒù5Ă ÜŧƱùʅĂķdž ĭƧƒþǕƒ ƧǒĂƱķ!ƒ ŧǒ!Ǵz5 ăĂķʅdž ǇǊ Ǐ!ǫ ŧʅƒƧþ!ƒ ǉŖNj ǋƑǴķǉ ƘǁƬĂķ

ýùƬĂķ!ƒ Džķ ƧǒĂƱķ!ƒ ǴnjǒǁƵ ýdžķƬǒ Ǒķ!ƒ ƘǕǴηdž!ƒ ǇǊdž ýǴηdž ýŧ Ǒ5 ĭƧƒþǕƒ ƧǒĂƱķ!ƒ ŧǒ!Ǵz5 ăĂķʅdž

DžƱǉǕƔǒƧþùķ!ƒ :Ǵùǒ!ƨǴǉķ ǴùŀǒķƧķ ŧùŀķƧdž ŧùǒ!Ǵķ!ƒ ƘǕǴηdž!ƒ Ǒ5 ŧǒǁƵǴ5!ƒ ǇǊdž ƱʅĂķdž ăĂķʅdž ǇǊ Ǐ!ǫ

ƾùǁzķǒ Ǵùdžǒ5 ǴdžD ÜŧƱǁʅ!ƒ ƯǒĂ5ķĂ ŧǒƨŧƧdžǔ!ƒÜ ƘƒǅƒƧηǕƒÜǑ5ǒƱĂ!ƒ ƻƬĂ!ƒ Ü ŧǒƧƒþǕƒ ƘǴdžĂǁzdž!ƒ

.ŧǒ!Ǵz5!ƒ ŧưƤǉdž ƘǉǴŧ þǀ5 ƨ5ƒĂơ!Ǵŀ

ƧǒĂùƱķ!ƒ þĂùnjη ƾǒzķ ŧǒƧƒþǕƒ ýdžƒĂz!ƒ ǇǊ Ǉǒŀǒķþǀ5 ĭƧƒþǕƒ ƧǒĂƱķǁ! ŧǀǒzdž!ƒ ýdžƒĂzǁ! ŧŀʅǉ!ǴŀĂ

þĂùnjη ƾǒzķ5 ŧǒƵǴdžķηǕƒ ýdžƒĂz!ƒ ǴdžD .ŧǒƑƒƧηǕƒ Ă ŧǒǉĂǉǴǀ!ƒÜŧǒʅǴǒʅ!ƒ Ü ŧǒþǴdž!ƒ:Ǒ!ǴƵ ýŧƬŀ ĭƧƒþǕƒ

Džǒùǒǀķ Ǒù5 ŧǒƑǴƬùơǫ ƘǗǕþ ƘƒŖ ƾĂƧ5 þĂηĂ ǅþƵ Ǉǒŀķ ǁ!Ŗŧ.ƒþη Ǒ!ǴƵ ýŧƬŀ ĭƧƒþǕƒ ƧǒĂƱķ!ƒ

Üŧùǒ5ǒƱĂ!ƒ ŧùƑ5!ƒ ÜǑùdžǒǁzķ!ƒ ăĂķʅùdž!ƒ Ǐù!ǫ ăƨzķ NJķǴpĂzdžĂ ĭƧƒþǕƒ ƧǒĂƱķ!ƒ ŧǒǁƵǴ5! Ǉǒ5ƱĂdž!ƒ

ŧùǒ!Ǵz5ǁ! Ǉǒ5ƱĂùdž!ƒ Džǒǒǀķ Ǒ5 ŧǒƑǴƬơǫ ƘǗǕþ ƘƒŖ ƾĂƧ5 þĂηĂ ǋƑǴķǉ!ƒ ƘǉǒŀĂ .ĭƧƒþǕƒ ăĂķʅdž!ƒĂ

8. (1999)

9. (2000)

10. (2002)

[illegible]

11. [illegible] (2003 [illegible]) [illegible] 1992 [illegible]

12. [illegible] (2003 [illegible]) [illegible]

13. [illegible] (2005 [illegible]) [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

.1 [illegible] (1995 [illegible]) [illegible]

[illegible]

.2 [illegible] (2005 [illegible]) [illegible]

[illegible]

[illegible]

3. [illegible] (2006 [illegible]) [illegible]

4. [illegible] (2006 [illegible]) [illegible]

5. [illegible] (2007 [illegible]) [illegible]

[illegible]

6. [illegible] (2007 [illegible]) [illegible]

7. [illegible] (2008 [illegible]) [illegible]

[illegible]:

1. [illegible] (Bowman,1991) [illegible] (234) [illegible]

[illegible] %(15-10) [illegible]

[illegible]

2. [illegible] (Chiriboga-Hahn, Cristina, 2003) [illegible]

[illegible]

[illegible] (101 [illegible]) [illegible]

3. [illegible] (2003 Mighty & Ashton) [illegible]

[illegible]

4. [illegible] (Woomack,2005) [illegible] %61 [illegible]

[illegible]

[illegible]

.5 [illegible] (Islam, Md.Rafiqul, 2006) [illegible]

.6 [illegible] (O'Conner ,Mangan & Cullen ,2006) [illegible]

.7 [illegible] (Kyarimpa, Genevieve Enid, 2009) [illegible]

Ǵùdžǉǒǁ ÜŧùǒǁƧƺ!ƒĂ Ŧǒ!ǴdžT!ƒ ǅƒƨƞǛƒ Ŏ5 ŦǒǁǋĐ ƔĂƧơ ƒþǉƹĂĐ Ŏ5 þƞĂǩ Ŧǒơ ŦǒƪǴǒƪ!ƒ ŦǒƵƧTǁ! Ƨǀǩ5ǩ

.ăĂǩƪdž!ƒ Ŧǒ!ǴƵ ŦǒƪǴǒƪ!ƒ ŦǒƵƧT!ƒĂ Ŏǁƪǉ!ƒ Džǚƪ!ƒ ǇdžǴǒǉƒƨǉǩ Ʀþǵ5ǩƪƒ

:ǁȿǴƑƨǁǁƐ ǀƑƨƐþơǁǁƐ DžƳ ǁƨƐþơǁǁƐ ǇƤǉǰ ƦĭĐĬǋ ƑĐž

ǴnjǉĂŧ ăƧƤǛƒ ƦǴƪƒƧþ!ƒ ǇƵ ƨǁǁǩƤǩ ŎǋĂ ÜĭƧƒþǗƒ ƧǒĂƷǩ!ƒ ƦǴǒǁþĐ ĭƧǹǩ! Ŧƪ ƒƧþ!ƒ ǉǋǋ ƦǴǴƞ

ÜŧùǒǉþƧǛƒ ƦƒƧƒƨĂ!ƒ ƨŧƒƧdž Ŏ5 ĭƧƒþǗƒ ƧǒĂƷǩ!ƒ þĂnjƞ ƦǴƥĂƶdžĂ Ŧǒ!Ǵƶ5 ăĂǩƪdž Džǒǒǀǩ ýĂǴǉǩǩ ŦƪƒƧþ

ƦǴƪƒƧþ!ƒ ƒ ǀǉŧ ÜĭƧƒþǗƒ ƧǒĂƷǩ!ƒ ƦǴǒǁþĐ Ŏ5 ǀĂƞ5!ƒ þƪ Ŏ5 ŦƪƒƧþ!ƒ ǋƑǴǩǉ Džnjƪǩ ǇĐ ƴƥĂǩdž!ƒ Ǉdž ǈ

ƧƱǉ ŦnjƞĂ Ǉdž ŦǒǉþƧǛƒ ƦƒƧƒƨĂ!ƒ ƨŧƒƧdž Ŏ5 ǴnjǩǴƥĂƶdžĂ ǋdžƒƧǁ!ƒ Ǉdž þǒþƶ!ƒ Ŧǒ!Ǵƶ5 Džǒǒǀǩ Ŏǩ!ƒ ŦǒǉƒþǒƬ!ƒ

Džǒùǒǀǩ ŦǀǁǴƪù!ƒ ƦǴƪƒƧþ!ƒ ǇĐ Ŧǒơ ÜŧǒdžĂŧơ!ƒ ǀƨnjǛƒ Ŏ5 ŦǒƧƒþǗƒ ƦǴǒĂǩƪdž!ƒ ƨǁǁǩƤdž Ǉdž ǇǒǵƱĂdž!ƒ

Ŏù5 ǇǒǁdžǴƶ!ƒ ǇǒǵƱĂdž!ƒ ĂĐ ǇǒǒþǴǒǀ!ƒ ƧƱǉ ŦnjƞĂ Ǉdž ǴnjǩǴƥĂƶdžĂ ĭƧƒþǗƒ ƧǒĂƷǩ!ƒ ǋdžƒƧǁ Ưƶǁ Ŧǒ!Ǵƶ5

.ŦǹơǴǁ!ƒ Džǁǁ Ƶ þĂþơ Ŏ5 ƒǉǋĂ ĭƧƒþǗƒ ƧǒĂƷǩ!ƒ ƦƒþơĂ

ƒǉùǋǋ Ŏù5 ƦǒƧƞƒ ŦƪƒƧþ ƧƤƒ ǈǉdž Ŧǉƪ ƧTƵ ŦǹǚǹǴǋƧþp Ŧǒǉdžƨ ǀĂƞ5 þƪǩ! ƦǴǴƞ ŦƪƒƧþ!ƒ ǉǋǋ

Ŧùǒ!Ǵƶ5 ƦǴùpĂƶdžĂ ăĂǩƪdž ŦƪƒƧþ! ǴnjdžǴdžǩǋƒ ƦnjƞĂ Ŏǩ!ƒ ŦǴơǁǛƒ Ŏ5 Ŧǁp ǁǴǉǋ ǋǉƒ Ŧǒơ ƳĂ ưĂdž!ƒ

ƳĂù ưĂdž!ƒ ƒǉǋ Ʀ!ĂǴǉǩ ŦƪƒƧþ ƧƤƈ ǇǂǁƱơĂ! þpĂ ÜŧǒǉþƧǛƒ ƦƒƧƒƨĂ!ƒ ƨŧƒƧdž Ŏ5 ĭƧƒþǗƒ ƧǒĂƷǩ!ƒ

.ŦǹơǴǁ!ƒ Džǁǁ Ƶ þĂþơ Ŏ5 (**1999**ÛĬ ǁǂƑžŧƨǁǁƐ) ŦƪƒƧþ ƦǉǴŧ

Ƙǁƒƙǁɛ üƬƻǁɛ

l ɛƄɛþɰǗɛǋ ƕƽĭþƲǁɛ

:ƕƊǮơƽƊǮǁɛ

ÜŧùƖƒƧþ!ƒ ǉŖùǋ ƻƒþùǊƒ ƽŏlơƙ! ŧλơǦƕ!ƒ ǦǌƙǆþƤƙƖƒ Ŏƙ!ƒ ƘƒƇƒƧƞǚ! ǦƼƬǍ ýƬƽ!ƒ ƒŖǋ Ǉǆ ưƙŏ

ƴùǆƞ ƽƧùƱǍ ÜŧùƖƒƧþ!ƒ ŧùǉŏƵǍ ƴǆƙƞǆ ƻƬǍ ǅƛ ÜƴƙǆǮ!ƒ ŧƖƒƧþ!ƒ ǊǌǉǆǮ ƠŏưǍƙƕ Ƙǌƙ ƖƒŎƙ!ƒǍ

ÜŧùƖƒƧþ!ƒ ƽŏƕƱƙ ƘƒƒƇƒƧƞƒ ǅǋǗ ƲƧƵ Ĭ!ƒ ŧƼǦưǗǦƕ ÜǦǌƙǦƕλǍ ŧƖƒƧþ!ƒ lƒþƒ ƽþƬ ŧƞƧþǍ ÜƘǦǉǦƕ!ƒ

.ŧƖƒƧþ!ƒ ƘǦǉǦŏƕ ŧƞ!ǦƶǆǮ Ŏƽ ŧǆǮƶƙƖǆǮ!ƒ ŧŏƑǦƬơǗƒ ƔŏǦƖǗƒ ǁ!Ŗǂ Ǎ ÜǦǌƙƒƧŏƺƙǆǍ

:ƕƨɛþơǁɛ ƛǊǆƊǮ

ĭƧùƲǉ!ƒ ƔǍƖǗƒ ýǚƤ Ǉǆ ÜŎŏơƙ!ƒ ŎƽƬǍ!ƒ ǊǌǉǆǮ!ƒ ŧƖƒƧþ!ƒ ǉŖǋ ǅŏǆƬƙ Ŏƽ ŧλơǦƕ!ƒ Ƙƶƕƙƒ

ƔǍùƖƒǍ ÜŧùƖƒƧþ!ƒ ƴŏưƒǍƕ ŧþǚƵ Ƙƒ Ŗ ƘǦŏƕþƒ Ǉǆ Ɣƙǂ ǦǆǍ ƘǦƖƒƧþ!ƒǍ ƴƞƒƧǆǮ!ƒ Ĭ Ƶ þǦǆƙƵǗǦƕ

ǅƒþƤƙùƖƒ ýǚùƤ Ǉùǆ ŧŏǉþƧǗƒ ŧŏǆǍǂơ!ƒ ƘƒƧƒƨǍ!ƒ ƨǂƒƧǆ Ŏƽ ǇŏƽƲǍǆ!ƒ Ǉǆ ŧǉŏƶ! Ŏǉƒþŏǆ!ƒ ƠƖǆ!ƒ

.ŧƖƒƧþ!! ŧŏlŏƕƱƙ!ƒ Ɣǉƒǉƞ!ƒ ŧŏƱƺƙ! ŧλơǦƕ!ƒ ýƕþ Ǉǆ ǦǋþǦǆƙƵƒ ǅƙ ŧǉǦƕƙƖƒ

:ƕƨɛþơǁɛ ƕǆĭƳ ǋ ƲƊǮŧɰƊǮ

ýǆƙƬƒ þlƽ ÜlƧƒƨǍ (25) ǅưŏ ĭŖ!ƒǍ ǦǌƙƖƒƧþ! ƒƧǦƱƒ ŧŏǉþƧǗƒ ƘƒƧƒƨǍ!ƒ ƨǂƒƧǆ ŧλơǦƕ!ƒ ƘŖƤƙƒ

ǦƽƲǍǆ (8558) ǅǋþþƵ Ƹ!ǦƕƒǍ ŧŏǉþƧǗƒ ƘƒƧƒƨǍ!ƒ Ŏƽ ǇŏǉǆǦǆ!ƒ ǇŏƽƲǍǆ!ƒ ƴŏǆƞ ĬǉƵ ŧƖƒƧþ!ƒ ƴǆƙƞǆ

Ǉùǆ (%40) ŧƕƖǉƕǍ ƘƒƧƒƨǍ ƧƬƵ Ǉǆ ŧǉǍŧǆ ŧƱŏƖƕ!ƒ ŧŏƑƒǍƬƵ!ƒ ŧlŏƧƱ!ǦƕƧǍ ƧǦŏƙƤƒ ǅƙ .ŧƽƲǍǆǍ

ƱŏùƱƤƙ!ƒ ÜŧùŏǉǦǆ!Ƨƕ!ƒ ǇǍƋƬù!ƒ ÜýǆǮ!ƒ ÜŧǆǦƵ!ƒ ýǦƺƬǗƒǍ ǇǦŧƖǗƒ ÜŧŏǉƤƒþ!ƒ):ŎǋǍ ŧǉŏƵ!ƒ ƴǆƙƞǆ

.(ýþƵ!ƒ ÜŧƵƒƧƨ!ƒ ÜlƧǦƞƙ!ƒǍ ŧƵǦǉƬ!ƒ Ü ĭƧ!ƒǍ ǉǦŏǆǮ!ƒ ÜýŏǉǉŏƒǍ ÜŎ!Ǎþ!ƒ ǇǍǦƵƙ!ƒǍ

[illegible]:

(331) [illegible] (1) [illegible]:

[illegible].

(1) [illegible]

(331 = [illegible]) [illegible]

[illegible]	[illegible]	[illegible]	
62.2	206	[illegible]	[illegible]
37.8	125	[illegible]	
18.4	61	[illegible] 30	[illegible]
63.7	211	31-45	
17.8	59	[illegible] 46	
6.9	23	[illegible]	[illegible]
26.3	87	[illegible]	
40.5	134	[illegible]	
26.3	87	[illegible]	
33.8	112	[illegible]	[illegible]
53.5	177	[illegible]	
12.7	42	[illegible]	
27.2	90	[illegible] 5	[illegible]
21.5	71	[illegible] 10-6	
51.4	170	[illegible] 11	
25.7	85	[illegible] 3 [illegible]	[illegible]
19.3	64	5 [illegible] -3	
55.0	182	[illegible] 5	
100.0	331	[illegible]	

[illegible] (1) [illegible] (%37.8) [illegible] (%62.2) [illegible] (%63.7) [illegible]

[illegible] (%18.4) [illegible] 30 [illegible] (45-31 [illegible]) [illegible]

[illegible] (%17.8) [illegible] (46 [illegible]) [illegible]

[illegible].

[illegible]

[illegible]

[illegible] (%40.5) [illegible] (1) [illegible]

[illegible] (%6.9) [illegible]

[illegible].

[illegible] (%53.5) [illegible] (1) [illegible]

[illegible] (%12.7) [illegible] (%33.8) [illegible]

[illegible]

[illegible].

[illegible] (%51.4) [illegible] (1) [illegible]

[illegible] (5 [illegible]) [illegible] (%27.2) [illegible] (11 [illegible]) [illegible]

[illegible] .(%21.5) ([illegible] 10-6) [illegible]

[illegible].

[illegible] (%55) ([illegible] 5) [illegible]

[illegible] ([illegible] 5 [illegible]-3) [illegible] (%19.3)

[illegible].

[illegible]:

(%6) [illegible] 500 [illegible]

[illegible] 50 [illegible] 500 [illegible]

[illegible]

ϸƒϸƧƙùƪƒ ǅùƙ .Ǝùƥǵƞǚ! ƎŏƼǴǂ ƪϸǆ Ǝ ǍơƥǆǇ!ƒ ǏƱƸƒǍ ÜƎƪƒƧϸ ƪƒϸƌǂ ǴǌǰǁƸ Ǝƥǵƞǚ! ǋǈǴƥƙƪƒ ǅǌǰǆǁƪƙǍ

(352) ýùƮƒ ǇǅǆǇ ǋǈǴƥƙƪƒ (21)ǴǌǈǆǇ ϸƶƥƙƪƒ ϸƿǍ Ü(%70) ƎƥƪǈƥǍ (500) ýƮƒ ǇǅǆǇ ǋǈǴƥƙƪƒ (352)

Üϸùơƒ ǍýǒϸùƥýǚƤ ǇǅǆǇ ǋǈǴƥƙƪǛƒ ƘƒƧǀƼ ǏǁƸ Ƣƶƥ!ƒ ƔǴƞƒƦƒ ÜǴǌƙǒơǚƮ ǅϸƶ! ǁ!ƦǍ (%6)ƎƥƪǈƥǍ

(331) ýùǒǁơƙ!ƒ ǴǌǰǆǆƮùǒ Ǒùƙ!ƒ ƘǴǈǴƥƙƪǛƒ ϸϸƸ ǇǍǂǒ! .ƎǁǆƙǂǆƧǒƹ ƘǴƥǴƞǴƥ ǅǴƞ ƧƤǛƒ ǅǌƢƶƥǍ

.ǴǒƑǴƮơƒ Ǝ!ǍƥǀǆƎƥƪǈ ǑǋǍ .(%66) ǋƙƥƪǈ ǴǆǏƒ (500) ýƮƒ ǇǅǆǇ ǋǈǴƥƙƪƒ

ƪƑǆƑƗǴǁƐ ƲǅƜ ƼϸƢ

ǉƦùǋ ϸƒϸùƸǛ ƎǆƨǚƒƘǴǆǍǁƶǆ!ƒǍ ƘǴǈǴǒƥ!ƒ ǏǁƸ ýǍƮơǁ! Ǝǒ!Ǵƙ!ƒ ƧϸǴƮǆ!ƒ ǏǁƸ ϸǴǆƙƸǛƒ ǅƙ ϸǀ!

:ǑǋǍ ƎƪƒƧϸ!ƒ

:ƔƦǉƑƜǁƐ ϸơƑƮǅƐ - 1

Ǵùǌǈǆ ƎǒƧƲǈ!ƒ ƎǒǆǁƶǇ!ƒ ƘǴƪƒƧϸ!ƒǍ ÜƔƙǂ!Ǵǂ ƪƧǍƮǈǆ ƧϸǴƮǆ ǇǅǆǇ ƘǴǈǴǒƥ!ƒ ǏǁƸ ýǍƮơ!ƒ ǅƙ ϸƿǍ

.ƎǒƶǆǴƞ!ƒ ýƑǴƪƧ!ƒǍ ÜƎǒǀǒƥƱƙ!ƒǍ

:ƥƗǁǋǛƐ ϸơƑƮǅƐ - 2

ƎùƛơǴƥ!ƒ ƘùǆǴƿ Ʀƒ ÜƎùƪƒƧϸǁ! ǋùǒ!ǍǛƒ ƘǴùǈǴǒƥ!ƒ ǏǁƸ ýǍƮơǁ! ǋǈǴƥƙƪǛƒ ǏǁƸ ϸǴǆƙƸǛƒ ǅƙ ϸǀ!

(**2008**ÛăƦøƗƦƴǁƐ) ǴǋϸƸƒ Ǒƙ!ƒ ǋǈǴƥƙƪǛƒǍ (**1999** ÛǏǆƑǅǂƨǅƐ) ǴǋϸƸƒ Ǒƙ!ƒ ǋǈǴƥƙƪǛǴƥ ǋǈǴƶƙƪǛǴƥ

ƔǍùƢǍǆƥ ƎùǀǁƶǆǇ!ƒ ƎǀǴƪ!ƒ ƘǴƪƒƧϸ!ƒǍ Ǐ ƧƲǈ!ƒ ƔϸǛƒ ǋơƧƱ Ǵǆ ǏǁƸ ϸǴǆƙƸǛǴƥ ǴǌƙǛǍ!ϸǆ ƧǒǍƱƙǍ

.ƎƪƒƧϸ!ƒ

:ƥƨƐϸơǁƐ ƔƐơƪ ϸǑǋƢƎ üƟƐϸǅ

ƨùǂƒƧǆ Ǒù Ƽ ƧǒǍùƱƙ!ƒ Ǝùǒ!ǴƶƼ ăǍƙƪǆ ǏǁƸ ƻƧƶ!ƒ ǑƼ ǇǆǴǂ!ƒ Ǝǒ!ǴơƑ! ƎƪƒƧϸ!ƒ ƻϸǋ ƺǒǀơƙ!

ýǚùƤ ǇùǆǇ ǋǈǴƥƙùƪƒ ƧǒǍƱƙƥ ƎƛơǴƥ!ƒ ƘǆǴƿ ÜǇǒƼƲǍǆ!ƒ ƧƲǈ ƎǌǈƙǍ ǇǆǇ ǋƙǴƿǍƶǆǍ ƎǒǈϸƧƲǛƒ ƘƒƧƒƨǍ!ƒ

.((1) ǅƿƧ ƺơǁǆ!ƒ ƧƲǈƒ) ǉϸǴǆƙƸƒ ǅƙ ǏƦ!ƒ ǑƑǴǈǈ!ƒ ǴǌǰǂƮ Ǐ!ƒ ǴǌƙǁƮǍƒ ýơƒƧǆ ƪϸƶƥ ƧǍƧǆ!ƒ

:ýơƒƧdž!ƒ ŎNj ljŖNjĂ

ĸƒŖ ŀlhĢĿ!ƒ ŀĢơƌŬƒĂ ĸĢĿƒƧƥ!ƒ ŀzŋƒƧdž ĬǁƵ NJǀljĢƌĿŬƒ ƧŏĂƱk Ŏ5 ƥĢdžkƵŬƒ Džk :ĂǁNjŰǫ ƌŧƟƥDŽǁǫ -1

.NJkĢpĂzdžĂ ĭƧƒƥŬƒ ƧŏĂƱk!ƒ ŀŏ!Ģz5 YĂƯĂdžƌ ŀǁƮ!ƒ

ŀŏĿùŏƧƥk!ƒ ŀƑŏnj!ƒ ĈĢƯƵƒ LJdž LJŏdžŧơdž!ƒ LJdž ŀƵĂdžŋdž ĬǁƵ ŀljĢƌkĿŬƒ ƯƧƵ Džk :ƌĭdžƑkǁǫ ƌŧƟƥDŽǁǫ -2

Ŏùǁŏ Ģùdžŏ5Ă .ĢnjkƒƧl5 ƾƥƮ LJdž ƾlơk!ƒĂ Ģnjdžŏŧơk ƯƧʒƌ ŬýĢdžƵŬƒ lƧƒƥƒĂ ŀdžĢz!ƒ lƧƒƥŬƒ ŎdžĿp Ŏ5

:Ĉƒƨŋƒ ŀƛűƛ LJdž ŀljĂŧdž!ƒĂ Ģnjŏ!ƒ ýƮĂkdž!ƒ NJǀljĢƌkĿű! ŎƑĢnjlj!ƒ ýŧƮǁ! ƻƮĂ

Ĭdž Ŀùdž!ƒ ŬƧùdžz!ƒ ŬƩljŋ!ƒ) ŎNjĂ LJŏƛĂơƌdžǁ! ŀŏƽŏƱĂ!ƒĂ ŀŏƮƤƮ!ƒ ĸƒƧŏʓkdž!ƒ LJdžƯkŏ :üNjŰǫ ƀŖШǁǫ

(ŀĂơƌdž!ƒ Ģnjƌ ǁƧĢƮ Ŏk!ƒ ĸƒƧĂƥ!ƒ ƥƥƵ ŬŀdžƥƤ!ƒ ĸƒĂljĿ ŬŎdžǁz!ƒ ýNjƋdž!ƒ ŬŎƽŏƱĂ!ƒ

ĬùǁƵ ŀùƵƨĂdž lƧl5 37 LJdž LJĂŧdž!ƒ ĭƧƒƥŬƒ ƧŏĂƱk!ƒ ŀŏ!Ģz5 ăĂkĿdž ƩĢŏldž LJdžƯkŏ :ĬdžƑkǁǫ ƀŖШǁǫ

lƧƮùƵ NJkƒƧl5 ƥƥƵĂ Üƨ5ƒĂơ!ƒ ƥzƌĂ Ü(10-1) lƧƮƵ NJkƒƧl5 ƥƥƵĂ ÜƔŏƧƥk!ƒ ƥzƌ :ŎNjĂ ƥĢzƌƒ ŀzƌƧƒ

ƾùŏlơk ƥùzƌĂ Ü(28 -21) ĸƒƧùl5 LJĢdžƛ NJkƒƧl5 ƥƥƵĂ ÜŀŏƧƒƥŬƒ ĸĢdžĂǁzdž!ƒ DžƱlj ƥzƌĂ Ü(20-11)

Ŏùk!ƒ ĸĢljĢƌkĿŬĢƌ ŀljĢzkĿŬĢƌ ŀƛơĢƌ!ƒ ĸdžĢp ƥpĂ .(37-29) ĸƒƧl5 ƴĿk NJkƒƧl5 ƥƥƵ ÜLJŏƽƱĂdž!ƒ ĢƯƧ

.Ŏ!ƒĂk!ƒ ĬǁƵ **(2008** ÛăŖĭŖƴǁǫ) Ă **(1999** ÛĬdžƑDŽŧƨDŽǁǫ) ĢnjdžƥƤkĿƒ

ŀĿùdžƤ ĬǁƵ ŀƵƨĂdžĂ lƧl5 24 LJdž LJĂŧdž!ƒ ĭƧƒƥŬƒ ƧŏĂƱk!ƒ ĸĢpĂzdž ƩĢŏldž LJdžƯkŏ :ĸǁƒkǁǫ ƀŖШǁǫ

NJùkƒƧl5 ƥƥùƵĂ ÜŀŏƥĢdž!ƒ ýdžƒĂz!ƒ ƥzƌ Ü(9-1) ƴĿk NJkƒƧl5 ƥƥƵĂ Ü ŀŏƧƒƥŬƒ ýdžƒĂz!ƒ ƥzƌ :ŎNjĂ ƥĢzƌƒ

ýùdžƒĂz!ƒ ƥùzƌ Ü(18 -14) ƩùdžƤ ĢNjƥƥùƵĂ ÜŀŏƑƒƧŋŬƒĂ ŀŏljĂljĢl!ƒ ýdžƒĂz!ƒ ƥzƌ Ü(13-10) ƴƒƧƒ

ƥpĂ .(24-22) ŀűƛ ĢnjkƒƧl5 ƥƥƵĂ ÜŀŏĿĢŏĿ!ƒ ýdžƒĂz!ƒ ƥzƌ Ü(21-19) ŀűƛ ĢNjƥƥƵĂ ÜŀŏƵĢdžkŋŬƒ

.ĸƒƧl5!ƒ ljŖNj ŀƸĢŏƮ Ŏ5 **(Khsawneh,1997)** ŀljĢƌkĿĢƌ ŀljĢzkĿŬĢƌ ŀƛơĢƌ!ƒ ĸdžĢp

: ([illegible]) [illegible]

1- [illegible]:

[illegible] (5) [illegible]

[illegible] (2) [illegible]

[illegible]

[illegible]

[illegible].

2- [illegible]:

[illegible] (Cronbach Alpha) [illegible]

[illegible] (2) [illegible]

-0.75) [illegible] (0.96 [illegible] 0.90) [illegible]

[illegible] (0.93

[illegible] Pilot Study [illegible].

(2) [illegible]

[illegible]

[illegible]	[illegible]
0.90	[illegible]
0.90	[illegible]
0.91	[illegible]
0.94	[illegible]
0.96	[illegible]
[illegible]	[illegible]
0.88	[illegible]
0.75	[illegible]
0.86	[illegible]
0.88	[illegible]
0.95	[illegible]
0.93	[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible] 2012/08/27 [illegible]

[illegible] 2012/10/07

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible] (SPSS [illegible]

[illegible] (Cronbach Alpha) [illegible] -1

[illegible]

[illegible] -2

[illegible] (One-Way ANOVA) [illegible] (T-Test) [illegible] -3

[illegible]

[illegible]

(Scheffee) [illegible].

[illegible]:

[illegible]

[illegible]

[illegible]:

[illegible] (3) [illegible]

1	2	3	4	5
غير موافق بشدة	غير موافق	متوسط الموافقة	موافق	موافق بشدة

[illegible]:

القيمة العليا – القيمة الدنيا = (5-1)/3 = 1.33

عدد المستويات

[illegible] (5) [illegible] (1) [illegible]

[illegible] (3) [illegible].

[illegible]:

[illegible] (4) [illegible]

المقياس	الدرجة
1 - اقل من 2.33	ضعيفة
2.33 - اقل من 3.66	متوسطة
3.66 - 5	عالية

: [illegible]

:[illegible]

[illegible] :[illegible]

.[illegible]

[illegible] :[illegible]

.[illegible]

:[illegible]

1- [illegible] : [illegible] .([illegible])

2- [illegible] : [illegible] (30 [illegible]) [illegible] (31-45 [illegible]) [illegible] (46 [illegible]).

3- [illegible] : [illegible] ([illegible]) [illegible] ([illegible]) [illegible] ([illegible]) [illegible] ([illegible]).

4- [illegible] : [illegible] ([illegible]) [illegible] ([illegible]) [illegible] ([illegible]/[illegible]).

5- [illegible] : [illegible] (5 [illegible]) [illegible] (6-10 [illegible]) [illegible] (11 [illegible]).

6- [illegible] : [illegible] (3 [illegible]) [illegible] (3- [illegible] 5 [illegible]) [illegible] (5 [illegible]).

ƱƓƐƥǁƐ üƬƧǁƐ

ǀƒĭƬǇƗǁƐǇ ƛəƒƗǆǁƐ ƕƪƷƒǆǄǇ ǀƒǆƒĭƓǁƐ üĭǂƟƗ

ƛəƒƗǆǁƐ ƕƪƷƒǆǄǇ ǀƒǆƒĭƓǁƐ üĭǂƟƗ :ǗǇƐ

Ǒùƙ!ƒ ƗǉƓƕƙƪǕƒ ƴǒƨǍƙ ƴǚƤ ǈǆ Ɠǌǆǆƞ ǅƙ Ǒƙ!ƒ ƗƪƒƧƥ!ƒ ƗǉǒƵ ƘƓƕƓƞƒ ƴǒǁơƙ ƴƬƺ!ƒ ƒƦǇ ǈǆ ƯƙǑ

. Ɨơƕ!ƒ ƯƒƧƸǕ ƓǇƥƒƥƵƒ ǅƙ

:ƕƨƐƥƣǁƐ ƛəƒƗǆ ƕƪƷƒǆǄǇ üĭǂƟƗ

ƕøǇǇǇǇ ǄǄǄ ǄƣƥǗƐ Ǐƺ ǎƥƐƣǕƐ ƥĭǇƯƗǁƐ ƣǇǇǇǇ ƕĭǁƒƴƧǁƐ ǄǄǄ ƯƨǇƗǄ ǇǇƗƨǄ Ƥƒǆǉ :ǍǁǇǕƐ ƕĭƬƥƧǁƐ

."ƕĭǆƣƥǗƐ ǀƐƥƐƦǇǁƐ ƦǀƐƥǄ Ǐƺ ǄĭƧƯǇǄǁƐ ƥƯǆ

ƗùǒƧƓǒǆǆ!ƒ ƘƓùƷƒƧơǉǕƒǍ ƗǒƕƓƪùơ!ƒ ƘƓƱùƪǍƙǆ!ƒ ǇƒƧƤƙƪƒ ǅƙ ǗƗǒƯƧƺ!ƒ ǉƦǇ ƗơƬ ǈǆ ƽǀơƙǁ!

ƗùǇƞǍ ǈùǆ ƗùǒǉƥƧǕƒ ƘƒƧƒƨǍù!ƒ ƨƗƒƧǆ Ǒƺ ǈǍƺƱǍǆ!ƒ ǉƒƧǒ Ɠǆƚ ǏƧƒƥǕƒ ƧǒǍƱƙ!ƒ Ɨǒ!Ɠƶƺ ǎǍƙƪǆ!

. ǁ!Ʀ ƠƯǍǒ (5) ǄƤƧ ƴǍƥƞ!ƒǍ ǕǄǇƧƱǉ

(**5**) üǇƣǇǇ

ǄǇƧƯǇǄǁƐ ǇƐƥĭ ƒǄǀ ǎƥƐƣǕƐ ƥĭǇƯƗǁƐ ƕĭǁƒƴƺ ǇǇƗƨǄǁ ƕĭƥƒĭƴǄǁƐ ǀƒƺƥƟǆǕƐǇ ƕĭƓƒƨƟǁƐ ǀƒƯƨǇƗǄǁƐ

ƕĭƓƒƨƟǁƐ ǀƒƯƨǇƗǄǁƐ ƒ ƨƟ ƒĭǁƦƒǆƗ ƕƓƗƥǄ ƕĭǆƣƥǗƐ ǀƐƥƐƦǇǁƐ ƦǀƐƥǄ Ǐƺ

(**331** =Ǆ)

ƗƞƧƥ!ƒ	ƧƒƧơǉǕƒ ǏƧƓǒǆǆ!ƒ	ƱƪǍƙǆ!ƒ ǑƕƓƪơ!ƒ	ƥƓǆƕǕƒ	ǄƤƧ!ƒ	ƗƕƙƧ!ƒ
ƗƱƪǍƙǆ	.66	3.45	ƔǒƧƥƙ!ƒ	1	1
ƗƱƪǍƙǆ	.71	3.39	ƗǒƧƒƥǕƒ ƘƓǆǍǁǆǆ!ƒ ǄǇǉ	3	2
ƗƱƪǍƙǆ	.78	3.26	ǈǒƷƱǍǆ!ƒ ƓƯƧ ƽǒǁơƙ	4	3
ƗƱƪǍƙǆ	.72	3.13	ƨƷƒǍơ!ƒ	2	4
ƗƱƪǍƙǆ		3.30	Ɨǒ!Ɠƶƺ!ƒ ǎǍƙƪǆ ǄǒǒǀǇ		

ƧǒǍùƱƙ!ƒ Ɨùǒ!Ɠƶƺ ǎǍƙƪùǆ ǄǒǒǀƘ! Ǒǂƨ!ƒ ƱƪǍƙǆ!ƒ ǈǇ (5) ǄƤƧ ƴǍƥƞ Ǒƺ ǀƥƧƒǍ!ƒ ƘƓǉƓǒƕ!ƒ ƧǒƬƙ

ƗùƪƒƧƥ ƴǆ ƗƪƒƧƥ!ƒ ǉƒƦǇ ǇƒƓǀǉ ƘǀƷƙƒ ƥƤǍ .Ǐ!ǍǕƒ ƗǒƯƧƺ!ƒ ƗơƬ ƥƨǆǒ Ɠǆǆǆ (3.30) ƸǁǇ ƥƤ ǏƧƒƥǕƒ

.ƗƱƪǍƙǆ ǏƧƒƥǕƒ ƧǒǍƱƙ!ƒ ƥǍǇƞ Ɨǒ!Ɠƶƺ ǎǍƙƪǆ ƗƞƧƥ ƘǉƓƨ Ɨǒơ (1999ǕǑǉƓǆǆƪǆ!ƒ)

ǉƥƓùƶƕƓƕ ǏƧƒƥǕƒ ƧǒǍƱƙ!ƒ Ɨǒ!Ɠƶƺ! ƗǒƕƓƪơ!ƒ ƘƓƱƪǍƙǆ!ƒ ǈǇ (5) ǄƤƧ ƴǍƥƞ!ƒ ǈǆ ƓƯǒƒ ƱơǚǒǍ

ƥùƤǍ ǕƓƱƪǍƙǆ ǈƓƨ ƥƓƶƕǕƒ ƴƨ Ǒƺ Ɨǒ!Ɠƶƺ!ƒ ǎǍƙƪǆ ǈǇƒ ǏƒƒǇ (3.45-3.13) ǈǒƕƓǆ ƘơǍƒƧƙ ƥƤ ƗƶƕƧǕƒ

[illegible] (3.45) [illegible] (3.39) [illegible] (.66) [illegible] (3.26) [illegible] (.71) [illegible] (.78) [illegible] (3.13) [illegible] (.72) [illegible]

[illegible]

[illegible]:

.1 [illegible]:

[illegible] (3.45) [illegible] (6) [illegible].

(6) [illegible]

[illegible] **(331** =[illegible])

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	.87	3.55	[illegible]	8	1
[illegible]	.81	3.52	[illegible]	7	2
[illegible]	.89	3.49	[illegible]	1	3
[illegible]	.88	3.49	[illegible]	6	3
[illegible]	.94	3.48	[illegible]	2	5
[illegible]	.99	3.45	[illegible]	3	6
[illegible]	.88	3.44	[illegible]	10	7
[illegible]	.84	3.42	[illegible]	5	8
[illegible]	.88	3.36	[illegible]	9	9
[illegible]	.89	3.27	[illegible]	4	10
متوسطة		3.45	التدريب		

(6)

(8) (3.55 -3.27)

(3.55)

(4) (.87)

.(3.45) (.89) (3.27)

. (.99-.81)

(6)

(6)

2. [illegible]

[illegible] (3.39) [illegible]

[illegible] (7) [illegible]

[illegible]

(7) [illegible]

[illegible]

(331 = [illegible]**)** [illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	.84	3.54	[illegible]	21	1
[illegible]	.94	3.45	[illegible]	22	2
[illegible]	.90	3.40	[illegible]	27	3
[illegible]	.88	3.39	[illegible]	23	4
[illegible]	.84	3.36	[illegible]	25	5
[illegible]	.91	3.36	[illegible]	26	5
[illegible]	.94	3.31	[illegible]	24	7
[illegible]	.87	3.27	[illegible]	28	8
[illegible]		3.39	[illegible]		

[illegible] (7) [illegible]

[illegible]

ƧŏÅùƱķ!ƒ ƥÅùnjɳ ŧdžNJĜʅùdž ăƥdž ýÅĜljķķ Ŏķ!ƒÅ (21) DžpƧ lƧlɈ!ƒ ƘĈĜɳ ŧŏơ Ü(3.54 -3.27) LJŏŀ

Ĭù!ÅŰƒ ŧùŀķƧdž!ƒ Ŏù5 ĈƒƥŰƒ ăÅķʅùdž LJŏʅơķ! ƘĜdžÅŀƶdž!ƒ ĜŏɳÅ!ÅljŧƘ DžƒƥƤķʅƒ yŏʅÅķ Ŏ5 ĭƧƒƥŰƒ

ŧlŀƶķdž!ƒÅ (28) DžpƧ lƧlɈ!ƒ ƘĈĜɳ ĜdžLJŏŀ Ü(.84) Ƹŀŀ ĭƧĜŏƶdž ƻƒƧơljƒÅ (3.54) Ƹŀŀ ŎŀĜʅơ Ʊʅ ÅķdžŀÅ

ŧùŀķƧdž!Ĝŀ ƧƒƧùl!ƒ yljùƬ ƘĜŏÅķʅdž yŏdžɳ! ŧŏƧƒƥŰƒ ƘĜdžÅŀƶdž!ƒ DžƱlj LJƵ ŧdžƥldž!ƒ ƘĜdžÅŀƶdž!ƒ ŧdžƑűdžŀ

ƥùƶŀ! ŎŀĜʅơ!ƒ Ʊʅ Åķdž!ƒ ƸŀŀÅ .(.87) Ƹŀŀ ĭƧĜŏƶdž ƻƒƧơljƒÅ (3.27) Ƹŀŀ ŎŀĜʅơ ƱʅÅķdžŀÅ lƧŏƤŰƒ

ƘƧùnjƱƒ Ŏķ!ƒ (**1999**ÛĬdžƑDžŧƨDžŀƐ) ŧʅƒƧƥÅ ǇƑĜķlj!ƒ ljƦNj ƽ5ķķ .(3.39) ýŧŧ ŧŏƧƒƥŰƒ ƘĜdžÅŀƶdž!ƒ DžƱlj

ljƦùNj ƽ5ķķ ŬÅ ÜŧŏƧƒƥŬƒ ƘĜdžÅŀƶdž!ƒ DžƱlj ƥƶŀ Ŏ5 ƱʅÅķdž ĭƧƒƥŬƒ ƧŏÅƱķ!ƒ ŧŏ!Ĝƶ5 ăÅķʅdž LJƒ ĜnjɳƑĜķlj

Ŏù5 ĭƧƒƥŬƒ ƧŏÅùƱķ!ƒ Ƙƒƥùơ Å ƨĜɳlj ƒ ăÅķʅdž LJƒ ƘljŏŀŎķ!ƒÅ (**1994**ÛDžƐNjơyŀƐ) ŧʅƒƧƥ ydž ǇƑĜķlj!ƒ

.ĜŏljƥķdžLJĜŧ ƘĜdžÅŀƶdž!ƒÅ ƜƦĜdžlj!ƒÅ ŧ!ƥŬƒ ýĜɳdž

DžƒƥƤķùʅƒ yŏùʅÅķ Ŏ5 ĭƧƒƥŬƒ ƧŏÅƱķ!ƒ ƥÅnjɳ LJdž ŧdžNJĜʅdž ǁĜljNj LJƒ Ĭ!ƒ (7) DžpƧ ýÅƥɳ!ƒ ƧŏƬŏ

Ƙùp Å!ƒ Ʃù5lj Ŏ5 DžnjljŧɈ!Å ÜLJŏƛÅơŀdž!ƒ ƧƱlj ŧnjɳÅ LJdž ĈƒƥŬƒ ăÅķʅdž LJŏʅơķ! ƘĜdžÅŀƶdž!ƒ ĜŏɳÅ!ÅljŧƘ

ƘĜùdžÅŀƶdž!ƒ DžƱljŀ ŧŀƬ!ƒ ƘƒƦ ƘĜdžÅŀƶdž!ƒÅ ƘĜdžÅŀƶdž!ƒ ĜŏɳÅ!ÅljŧƘ DžƒƥƤķʅƒ Ŏ5 yʅÅķ!ƒ ƒƦNj LJĜŀ LJÅƧlŏ

ŧùƬĜƤŀÅ ǁ!Ʀ ƥÅƶŏ ƥp NJljƒ ŧƛơĜŀ!ƒ ăƧķÅ ÜƧƒƧl!ƒ yljƬ ƘĜŏÅķʅdž yŏdžɳ! ĜdžƑűdž LJÅŧŏ Ŭ ƥp ŧŏƧƒƥŬƒ

DžùƱlj ƧÅƥÅ ƧƒƧùl!ƒ yljùƬ ƘĜùŏŀdžƶŀ ŭƬƒ Džnjķ5Ƨƶdž Džƥƶ! ÜŎ5ŏƱÅ!ƒ Džŀʅ!ƒ Ŏ5 Ĝŏljƥ!ƒ ƘĜŏÅķʅdž!ƒ Ŏ5

ƘĜùŏljĜŧdžƒ ĜnjlŏŀƱķ ƔŀƱķŏ ÜƘĜdžÅŀƶdž!ƒ ĜŏɳÅ!ÅljŧƘ DžĜƶ!ƒ YĜƱl!ƒ Ĭljŀķŏ ĜdžƥljƵ5 ÜĜnjljdž ýŧ Ŏ5 ƘĜdžÅŀƶdž!ƒ

Ƨùŏƪ ƽŏŀƱķ Ĝljŏƥ! LJÅŧŏʅ ǁ!Ʀ! Ĝ5űƤ ÜĜơɳĜlj ĜlŏŀƱķ ĜnjlŏŀƱķ LJÅŧŏ! ŧŏ!ĜƵ lĈĜ5ŧ ƘƒƦ ƘƒƧĜnjdžÅ ŧŏƥĜdž

.ŧŏƥĜdž!ƒ ƘĜŏljĜŧdžű! ƒƧƥNjÅ ĈƒƥŬƒ ăÅķʅdž! ĈÅ5ŧ

3. ŧƟƽĭ5 ƥƬƑ DžƐƨƜNjDžŀƐ

ăÅķʅùdžŀÅ (3.26) ŎŀĜʅùơ Ʊùʅ ÅķdžŀÅ ŧùƛ!Ĝƛ!ƒ ŧŀķƧdž!ƒ Ŏ5 LJŏ5ƱÅdž!ƒ ĜƜƧ ƽŏlơķ ƥƶŀ ĈĜɳ

ƘĜƱùʅÅķdž!ƒÅ ƘƒƧlɈ!ƒ ƔŏķƧķ LJŏŀŏ (8) DžpƧ ýÅƥɳ!ƒ ÜƘƒƧl5 yʅķ Ĭŀƶ ƥƶŀ!ƒ ƒƦNj ýdžķƬƒ Ĝdžŧ ÜƱʅÅķdž

.LJŏƛÅơŀdž!ƒƧƱlj ŧnjɳÅ LJdž Ĝnjķŏ!Ĝƶ5 ăÅķʅdžÅ ÜŧŏƧĜŏƶdž!ƒ ƘĜ5ƒƧơljŬƒÅ ŧŏŀĜʅơ!ƒ

(8) [illegible]

[illegible]

(331 =[illegible]) [illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	.93	3.34	[illegible]	29	1
[illegible]	.90	3.34	[illegible]	30	1
[illegible]	.89	3.34	[illegible]	32	3
[illegible]	.91	3.29	[illegible]	31	4
[illegible]	.89	3.26	[illegible]	33	5
[illegible]	.95	3.21	[illegible]	34	6
[illegible]	1.01	3.21	[illegible]	37	6
[illegible]	.97	3.16	[illegible]	35	8
[illegible]	1.03	3.16	[illegible]	36	8
[illegible]		3.26	[illegible]		

[illegible] (8) [illegible] (3.34 -3.16) [illegible] (30 [illegible] 29) [illegible] (3.34) [illegible] (.93) [illegible] (.90) [illegible] (36 [illegible] 35) [illegible]

(.97) [illegible] (3.16) [illegible]

.(3.26) [illegible] (1.03)[illegible]

[illegible]

4. [illegible]:

[illegible] (3.13) [illegible]

[illegible] (9) [illegible]

[illegible].

(9) [illegible]

[illegible] **(331** =[illegible])

الرتبة	الرقم	الفقرات	المتوسط الحسابي	الانحراف المعياري	الدرجة
1	14	[illegible]	3.34	.91	[illegible]
2	18	[illegible]	3.33	.92	[illegible]
3	17	[illegible]	3.28	.87	[illegible]
4	19	[illegible]	3.26	.90	[illegible]
5	20	[illegible]	3.24	.97	[illegible]
6	15	[illegible]	3.13	1.01	[illegible]
7	12	[illegible]	2.98	.97	[illegible]
7	16	[illegible]	2.98	1.10	[illegible]
9	11	[illegible]	2.94	1.06	[illegible]
10	13	[illegible]	2.86	1.03	[illegible]
		[illegible]	3.13		[illegible]

[illegible]

[illegible] (10) [illegible]

(10) [illegible]

[illegible] (331 =[illegible])

الرتبة	الرقم	الأبعاد	المتوسط الحسابي	الانحراف المعياري	الدرجة
1	4	[illegible]	3.81	.99	[illegible]
2	2	[illegible]	3.78	.78	[illegible]
3	1	[illegible]	3.59	.75	[illegible]
4	5	[illegible]	3.46	.98	[illegible]
5	3	[illegible]	3.40	.79	[illegible]
		[illegible]	3.59		[illegible]

[illegible] (10) [illegible] (3.59) [illegible] (0.67) [illegible] (10) [illegible] (3.81-3.40) [illegible] (3.81) [illegible] (.99) [illegible] (3.78) [illegible]

ƹùǊƿ ǑƿƓƪùơ ƠƪǍƙƌƿ ƚőƧƒþǕƒ ýƌƒǍƶ!ƒ ƚƛ!Ɠƛ!ƒ ƚƿƙƧƌ!ƒ Ǒ5 ƓǊǚƙ ÜƚŐ!ƓƵ ƚƞƧþƿǍ (.78) ƹǊƿ ĭƧƓőƶƌ

ƚùƿƙƧƌ!Ɠƿ ƘƇƓƞ þl5 ƚőƪƓőƪ!ƒ ýƌƒǍƶ!ƒ Ɠƌƒ ÜƚƠƪǍƙƌ ƚƞƧþƿǍ (.75) ƹǊƿ ĭƧƓőƶƌ ƻƒƧơǉƒǍ (3.59)

ƘƇƓƞ ƓƌǉőƿÜƚƠƪǍƙƌ ƚƞƧþƿǍ (.98) ƹǊƿ ĭƧƓőƶƌ ƻƒƧơǉƒǍ (3.46) ƹǊƿ ǑƿƓƪơ ƠƪǍƙƌƿǍ ƚƶƿƒƒƧ!ƒ

ĭƧƓùőƶƌ ƻƒƧơǉƒǍ (3.40) ƹǊƿ ǑƿƓƪơ ƠƪǍƙƌƿǍ lƧőƤǕƒ ƚƿƙƧƌ!ƒ Ǒ5 ƚőƒƒƧƞǕƒǍ ƚőǉǍǉƓl!ƒ ýƌƒǍƶ!ƒ

ƧőƬùƙ .(.99 -.75) ǇőùƿƓùƌ ƚùőƧƓőƶƌ!ƒ ƘƓ5ƒƧơǉǕƒ ƘơǍƒƧƙ Ɠƌƚ .ƚƠƪǍƙƌ ƚƞƧþƿǍ (.79) ƹǊƿ

ƘƨƧùƿƒ ƓǌǉƚǍ ƚơƿ!ƒ ƚőƪƧ5 ƴƌ ƚƌƞƪǉƌ ƘƇƓƞ Ɠǌǉƒ Ǐ!ƒ (10) ƌƥƧ ýǍþƞ!ƒ Ɠǌǉƌƪƙ Ǒƙ!ƒ ƘƓǉƓƿ!ƒ

ƚùőƧƒþǕƒ ýùƌƒǍƶ!ƒ Ǉùƌ ƓùǊƧőƹ ǏƵ ƚő!ƓƵ ƚƞƧþƿ ƚőþƓƌ!ƒǍ ƚőƵƓƌƙƞǕƒ ýƌƒǍƶ!ƒ ƇƓǉǍƙƪƒ ƟǍƪǍƿ

ƌþùlƙ Ǉƒ ƚùƛơƓƿ!ƒ ǎƧùƙǍ .ƚƠùƪǍƙƌ ƚƞƧþƿ ƓǌƶőƌƞƘƇƓƞ Ǒƙ!ƒǍ ƚőƒƒƧƞǕƒǍ ƚőǉǍǉƓl!ƒǍ ƚőƪƓőƪ!ƒǍ

ǏùƵ ƚùƬƓƤƿǍ ýùƌƒǍƵ ǇƌƓǌƒǍƪ Ɠƌ ǏƵ ǑǉþƧǕƒ ǑƶƌƙƞƌƓƌǓǉƿ! ƚǉǍƚƌ!ƒ ƚőƵƓƌƙƞǕƒ ýƌƒǍƶ!ƒ

ƓùǉƨƓǌƞ ýƒƨùő Ǖ Ǒƙ!ƒ ƚőƶƌƙƞƌ!ƒ Ƣƒƒ ƧƌǕƒ ƒőƤƬƙ Ǒ5 ǇőƿǍƞƙƪƌ!ƒ ǉƓƧƞ Σƚƶő ƚőƧƒþǕƒ ýƌƒǍƶ!ƒ

ƚùőƶƌƙƞƌ Ƣƒƒ ƧƌƒǇƌ ƓǌƧőƹǍ ƚƠƓƪǍ!ƒǍ ƚőǏƬ!ƒǍ ƚőǍǌƞ!ƒǍ ƚőƧƒƓƬƶ!ƒ ƓǌƨƧƿƒǍ Ɠǌǉƌ Ǒǉƶő ĭƧƒþǕƒ

ƴùőƌƞ Ǉƒ Ǉùƌ ƌƹƧ!ƓùƿƓǌƙƓƪƪƌǍ ƚ!ǍþƇƒ ƌƪƞ Ǒ5 ƧƤǉő ĭƦ!ƒ ĭƧƒþǕƒ þƓƪ5!ƒ ƓǌƵǍƌƞƌ Ǒ5 ƨƨƶƙ

Ǉùƌ lù!Ʀ ƚùőǉƶő Ɠƌ ýƚƿ ƘƓƪƪƌ!ƒ ƚ!Ǎþ Ǐ!ƒ Ɠǉ!ǍƬǍ lƧǍƧƪ ǏƵ þƚƌƙ ĭƧƒþǕƒ ƧőǍƠƙ!ƒ þǍǌƞ

.ƚlơ!ƒ ƚǉƠƒǍƌ!ƒ ƚ!Ǎþ Ǐ!ƒ ǕǍƬǍ ǇőƌƓƪƌǍ Ǒǉƶƌ

ƚùőƧƓőƶƌ!ƒ ƘƓù5ƒƧơǉǕƒǍ ƚőƿƓùơ!ƒ ƘƓƠƪǍƙƌ!ƒ ƔƓƪơ ƌƙ þl5 ýőƬƙƙ!ƒǍ ƟƓƪőǕƒ Ƣƒƒƹ Ǖ

ǍùơǉƒǏƵ ƘǉƓƚ ƚőơ Üǎþơ ǏƵ ýƌƒǍƶ!ƒ Ǉƌ ýƌƓƵ ýƚ ƘƒƧl5 ǏƵ ƚƪƒƧþ!ƒ ƚǉőƵ þƒƧ5ƌ ƘƒƧőþlƙ!

:Ǒ!Ɠƙ!ƒ

1. ƿĭƳƑǇƚƜǗɛ üƋǍƐǈɏƔɞ

ƾù5Ǎ ƚő!ƓƵ ƚƞƧþƿǍ (3.81) ǑƿƓƪơ ƠƪǍƙƌƿǍ Ǐ!ǍǕƒ ƚƿƙƧƌ!ƒ Ǒ5 ƚőƵƓƌƙƞǕƒ ýƌƒǍƶ!ƒ þƶƿ ƇƓƞ

ƌùƥƧ ýǍþƞ!ƒǍ ÜƘƒƧl5 ƚǚƛ ǏƵ þƶƿ!ƒ ƒƦǉ ýƌƙƒ .ƚƪƒƧþ!ƒ ǉƦǉ Ƣƒƒƹ ǉþƓƌƙƵƒ ƌƙ ĭƦ!ƒ ƧƓőƶƌ!ƒ

ǇùƌƓùǌƙƥƓƵƒ ǎǍƙƪùƌǍ ÜƚőƧƓőƶƌ!ƒ ƘƓ5ƒƧơǉǕƒǍ ƚőƿƓơ!ƒ ƘƓƠƪǍƙƌ!ƒǍ ƘƒƧl5!ƒ ƔőƙƧƙ Ǉőƿő (11)

.ǇőƛǍơƿƌ!ƒ ƧƇǉ ƚǌƞǍ

(11) [illegible]

[illegible]

(331 =[illegible]) [illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	1.07	3.92	[illegible]	20	1
[illegible]	1.11	3.77	[illegible]	19	2
[illegible]	1.14	3.73	[illegible]	21	3
[illegible]		3.81	[illegible]		

[illegible] (11) [illegible] (20) [illegible] (3.92 -3.73) [illegible] (3.92) [illegible] (19) [illegible] (1.07) [illegible] (1.11) [illegible] (3.77) [illegible] (21) [illegible] (3.73) [illegible] (1.14) [illegible] (3.81) [illegible]

.2 [illegible]:

[illegible] (3.78) [illegible] (12) [illegible]

(12) [illegible]

[illegible]

(331 = [illegible])

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	.96	4.14	[illegible]	10	1
[illegible]	1.03	3.85	[illegible]	11	2
[illegible]	1.06	3.81	[illegible]	12	3
[illegible]	1.06	3.32	[illegible]	13	4
[illegible]		3.78	[illegible]		

[illegible] (12) [illegible] -3.32) [illegible] (4.14 [illegible] (10) [illegible] (.96) [illegible] (4.14) [illegible] (11) [illegible] (1.03) [illegible] (3.85) [illegible] (12) [illegible] (1.06) [illegible] (3.81) [illegible] (13) [illegible] (1.06) [illegible] (3.32) [illegible] .(3.78) [illegible] .(1.06 - .96) [illegible] (1999 [illegible]) [illegible] (1994 [illegible]) [illegible]

[illegible]

3. [illegible]

[illegible] (3.59) [illegible] (.75) [illegible] (13) [illegible]

(13) [illegible]

[illegible] **(331** =[illegible])

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
عالية	1.05	3.73	هناك سوء توزيع للموظفين داخل الوزارة	5	1
عالية	1.08	3.69	اعتماد الترقيات في الجهاز الحكومي على الأقدمية وليس على الكفاءة	7	2
متوسطة	1.01	3.62	وجود مقاومة من بعض الموظفين لعملية التطوير الإداري	2	3
متوسطة	1.02	3.62	نقص القدرات و الكفاءات المتخصصة	4	3
متوسطة	1.05	3.59	ضعف متابعة جهود التطوير الإداري	6	5
متوسطة	1.04	3.59	المركزية الشديدة وقلة التفويض للمسؤوليات والصلاحيات	9	5
متوسطة	1.10	3.53	وجود زيادة في عدد الموظفين عن الحاجة الفعلية لهم	3	7
متوسطة	1.04	3.49	عدم تحديث الهياكل التنظيمية في الأجهزة الحكومية	1	8
متوسطة	1.07	3.46	ضعف الرقابة الإدارية داخل الوزارة	8	9
متوسطة		3.59	العوامل الإدارية		

[illegible] (13) [illegible] (3.73 -3.46) [illegible] (5) [illegible] (7) [illegible]

Ĭ Ʃ ǻ!Ă Ŧǿďžƥpǚƒ Ĭ Ʃ ŦǿďžĂŧơ!ƒ ƘĢʅʅƋďž!ƒ Ǒ5 ƘĢǿpƧƙ!ƒ ƥĢďžƙƵƒĂ lƧƒƨĂ!ƒ ýƤƒƥ ǇǿɁǓĂďž!ƒ yǿƨĂƙ

Ǒ!ƒĂùƙ!ƒ Ĭ ù Ʃ (3.69)Ă (3.73) ǇǿʎĂùơƕďž!ƒ ƘĢùƕĢɳǕ ŦǿƕĢʅùơ!ƒ ƘĢƱʅĂƙďž!ƒ ƘǈĢŧ ƥpĂ lĈĢɁŧ!ƒ

Ǒùƙ!ƒĂ (8) ǅùpƧ lƧùl5!ƒ Ƙʅŧ Ʃ Ģďžǈǿƕ Ü .Ǒ!ƒĂƙ!ƒ Ĭ Ʃ (1.08)Ă (1.05) ĢƷƕ ǇǿƧĢǿƶďž ǇǿɁƒƧơǈĢƕĂ

(3.46) Ƹùƕ ǑƕĢʅùơ ƱʅĂƙďžƕĂ ŦƱʅĂƙďž ŦpĢƵƒ ŦɳƧƥ lƧƒƨĂ!ƒ ýƤƒƥ ŦǿƧƒƥǗƒ ŦƕĢpƧ!ƒ ƻƶư ýĂĢǈƙƙ

Ģùďžŧ .(3.59) ýùŧŧ ŦùǿƧƒƥǗƒ ýùďžƒĂƶ! ǑƕĢʅơ!ƒ ƱʅĂƙďž!ƒ ƸƕĂ .(1.07) Ƹƕ ĭƧĢǿƶďž ƻƒƧơǈƒĂ

ǁĢùǈǋ Ǉƒ Ǉďž ŦʎơĢƕ!ƒ ǋƙǈƙʅƙ .(1.10 - 1.01) Ǉǿƕ Ģďž ƥƶƕ!ƒ ƒƦǋ Ǒ5 ŦǿƧĢǿƶďž!ƒ ƘĢɁƒƧơǈǕƒ ƘơĂƒƧƙ

ƥĢùďžƙƵƒĂ ǇǿɁǓĂùďž!ƒ ăƥ! ƘƒƧĢǌďž!ƒ ƲĢɁƤǈƒ ǋlɁƒƧǿ ÜƘƒƧƒƨĂ!ƒ ýƤƒƥ ǇǿɁǓĂďž! yǿƨĂƙ ĈĂʅ Ŧlǿlơ

Ŧùǿ!ƒ Ǒù5 ƧǓǈ!ƒ lƥĢƵƒ ƔƱƙǿ ƒƦǋĂ ÜlĈĢɁŧ!ƒ Ĭ Ʃ Ʃ ǻ!Ă Ŧǿďžƥpǚƒ Ĭ Ʃ ǑďžĂŧơ!ƒ ƨĢǌɳ!ƒ Ǒ5 ƘĢǿpƧƙ!ƒ

ĢùǌďžǿlƙĂ ƘƒĈĢùɁŧ!ƒ Ǉùx ŧơƕ!ƒĂ ÜŦďžƥƤ!ƒ ƘƒĂǈʅ Ǉďž Ƨʎŧƒ ĈƒƥǗƒ Ĭ Ʃ ƥďžƙƶƙ Ǉƒ ƔɳǿǑƙ!ƒ ŦǿpƧƙ!ƒ

.ŦƕʅĢǈďž!ƒ ŦɁǿǓĂ!ƒ Ǒ5 ƔʅĢǈďž!ƒ ƒ ƤT!ƒ ýưĂ ǅƙǿ ǅʎ ĭƧĂƥ ýŧTƕ

4. ƕĭƨƑĭƨ ǁ üǅƐǋɉ

ÜŦƱùʅĂƙďž ŦùɳƧƥƕĂ (3.46) ǑƕĢʅơ ƱʅĂƙďžƕĂ ŦƶƕƒƧ!ƒ ŦƕƙƧďž!ƒ Ǒ5 ŦǿʅĢǿʅ!ƒ ýďžƒĂƶ!ƒ ƥƶƕ Ĉĉɳ

ƘĢƱùʅĂƙďž!ƒĂ ƘƒƧùl5!ƒ ƔùǿƙƧƙ Ǉǿƕǿ (14) ǅpƧ ýĂƥɳ!ƒĂ ƘƒƧl5 Ŧ ǚʎ Ĭ Ʃ ƥƶƕ!ƒ ƒƦǋ ýďžƙTƒ ƥpĂ

.ǇǿʎĂơƕďž!ƒ ƧǓǈ ŦǌɳĂ Ǉďž ĢǌƙpĢƵƒ ăĂƙʅďžĂ ÜŦǿƧĢǿƶďž!ƒ ƘĢɁƒƧơǈǕƒĂ ŦǿƕĢʅơ!ƒ

(14) üǋǐɰ

ƒƨƟ ƑɪƦƑďŦ ƕĢŦƥǅ ƕĭƨƑĭƨ ǁ üǅƐǋɉ l ƐƥʂƧǁ ƕĭƥƑĭƴǅǁ l ƑƷƐƥƟďǗƐǋ ƕĭĢƑƨƟǁ l ƑƲƨǋŦǅǁ

(**331** =ǅ)ƕĭĢƑƨƟǁ l ƑƲƨǋŦǅǁ

الرتبة	الرقم	الفقرات	المتوسط الحسابي	الانحراف المعياري	الدرجة
1	24	ضعف الرقابة السياسية على المنظمات الحكومية	3.47	1.03	متوسطة
2	22	ضعف الارداة السياسية لبرامج وجهود التطوير الاداري	3.46	1.02	متوسطة
3	23	ضعف الدعم السياسي لبرامج وجهود التطوير الاداري	3.45	1.03	متوسطة
		العوامل السياسية	3.46		متوسطة

ƘĢƱʅĂƙďžƕĂ ŦƱʅĂƙďž ŦpĢƵƒ ŦɳƧƥƕ ƘĈĢɳ Ģǌŧ ƥƶƕ!ƒ ƒƦǋ ƘƒƧl5 Ǉƒ (14) ǅpƧ ýĂƥɳ Ǉďž ƧǌǓǿ

ŦùƕĢpƧ!ƒ ƻƶư ùƕ Ŧlƶƙďž!ƒĂ (24) ǅpƧ lƧl5!ƒ ƘĈĢɳ Ŧǿơ Ü(3.47 - 3.45) Ǉǿƕ Ģďž ƘơĂƒƧƙ ŦǿƕĢʅơ

ƻƒƧùơǀƒĂ (3.47) Ƹùǁ ǑƜƓƪùơ ƱƪĂǩǖĂ Ĭ!ĂǕƒ ƗƙƧdž!ƒ Ŏ5 ƗǒdžĂǂơ!ƒ ƘƓdžƱǀdž!ƒ ĬǁƵ Ɨǒƪƕƪ!ƒ

ǇdžƒƧùǃ! ǑƪƓǒƪù!ƒ ǄƵƥù!ƒ ƻƶư ùǃ ƗǁƶǩdžƒĂ (23) ǄǒƧ ǈƧǀ5!ƒ ƘƓƞ ƓdžǀǕǃ Ü (1.03) Ƹǁ ĭƧƓǒƶdž

Ƹùǁ ĭƧƓùǒƶdž ƻƒƧùơǀƒĂ (3.45) Ƹǁ ǑƜƓƪơ ƱƪĂǩǖĂ ǈƧǒƤǕƒ ƗƙƧdž!ƓǃĭƧƒƥǕƒ ƧǒĂƱǩ!ƒ ƥĂǌƞĂ

ƗùǒƧƕƶdž!ƒ Ƙƕ5ƒƧơǀǕƒ ƘơĂƒƧǩĂ Ü(3.46) ýǂǂ Ɨǒƪƕƪ!ƒ ýdžƒĂƶǁ! ǑƜƓƪơ!ƒ ƱƪĂǩdž!ƒ ƸǁĂ .(1.03)

ýùdžƒĂƶ!ƒ ƘƓùǒĂ!Ăƒ ǄǁùƪǑù5 ƗǍ!ƓǍ!ƒ ƗƙƧdž!ƒ Ŏ5 ƘƓƞ Ɨǒƪƕƪ!ƒ ýdžƒĂƶ!ƒ .(1.03 -1.02) ǈǕǃ Ɠdž

ǄƵƥ!ƒ ƥƶǒ .ǈǒǍĂơǃdž!ƒ ƧƱǀ ƗǌƞĂ ǈdž (10) ǄǒƧ ýĂƥƞ!ƒ Ŏ5 ǁ!ǨƧǌƱǒ Ɠdžǂ ĭƧƒƥǕƒ ƧǒĂƱǩǁ! Ɨǀǒƶdž!ƒ

ǇdžƒƧùǃ ƗùǒǍ!Ɠƶ5 ǈùdž ƨƶǒ Ăǌ5 Üĭƒ ƧƒƥǕƒ ƧǒĂƱǩ!ƒ ƥĂǌƞ ƻƒƥǇǕ ýĂƮĂǁ! ƗǒƪƓƪǕƒ ƗǀǃǁƗ!ƒ ǑƪƕƪƔ!ƒ

ǈƥƒƧǕƒ ƻƶưùǃ ƧƒƧùƥǕƒ ǈùǂ! ÜǇdžƒƧùǃ!ƒ ǀǨǌ ĬǁƵ ƗdžƑƓǀ!ƒ ƘƓǌƞ!ƒ ǈƥƒƧƒ ǈdžĂ Üĭƒ ƧƒƥǕƒ ƧǒĂƱǩ!ƒ

ÜƗùǒdžĂǂơ!ƒ Ƙƪùƪƌdž!ƒĂ ƘƒƧƒƨĂ!ƒ ĬǁƵ Ɨǒƪƕƪ!ƒ ƗƜƥƧ!ƒ ƻƶư ǁ!ǨǂĂ ǑƪƕƪƔ!ƒ ǄƵƥ!ƒĂ Ɨǒƪƕƪ!ƒ

ƗƱǁƪù!ƒ Ɨùǌƞ! Ăƒ ƗƶǒƧƮùǩ!ƒ ƗƱǁƪ!ƒ Ɨǌƞ! ƓƒĂƪ ƗǒƜƥƧ!ƒ ƗƪƧƓdžƶdž!ƒ Ŏ5 ýǁƤ Ĭ!ƒ ýƥƒĂ!ƒ Ŏ5 ƧƮƌǒ

ĭƧƒƥǕƒ ƧǒĂùƱǩ Ɨùƪƕƪ ǀƓǌǩǀƒ ǈƧĂƧư ǈdž ǓƤ ƥƥ ǑdžƓƪ ƻǒǁǂǩ ƳƓǂ ǈdž Ɠdž ǁǀƒ ƓdžǁƵ ÜƗǒǨǒ5ǀǩ!ƒ

.ƗǀƱƒĂdž!ƒĂ ƘƓƪƪƌdž!ƒ Ɨ!Ăƥ ăĂǩƪdž Ĭ!ƒ ƗǒǨǒ5ǀǩ!ƒ ƓǌǩƨǌƞƒĂ Ɨ!Ăƥ!Ǔ ǑǀǩƧǩ

ǈùdž ƱĂơǁdž ýǂƮǃ ǈǂǒ ǄǁƧǒĂƱǩ!ƒ Ɨǒǁƶ Ŏ5 Ɨǒƪƕƪ!ƒ ƘƒƥƓǒǀ!ƒ ƧĂƥ ƨĂƧǃ ǈƒ Ĭ!ƒ ǇƑƓǩǀ!ƒ ƧǒƮǩ

Ɨù5ǁǩƤdž!ƒ ĭƧƒƥǕƒ ƧǒĂùƱǩ!ƒ ǇdžƒƧǃ ǨǒƮǀǩ Ŏ5 ǄƓǌƪǕƒĂ ƗǒƶƧƮǩ!ƒ ƗƱǁƪǁǁǁǑƜƓƥƧ!ƒ ƧĂƥ!ƒ ƨǒƮơǩ Ɨǒơ

ƗùƜƓƥƧ!ƒ ƗùƪƧƓdžƶdž ǑùƮ ƗǒƶƧƮùǩ!ƒ ƗƱǁƪù!ƒ ƧǒƮǀǩ ƧƜƙƶǒ ǈƒ ǈǂdžƶdž!ƒ ǈdž ǂǒơ ÜƓǌdžǒǀǩĂ ƓǌǩƶƜƓǩdžĂ

ƥùơǩ Ǒǩ!ƒ ƗdžǌdžƧ!ƒ ƘƓƥĂƶdž!ƒ ǈdž ƓǌƧǒĂƱǩ ýơƒƧdžĂ ƗǒƧƒƥǕƒ ƘƓǁƕƶǁ! Ɨǀǁơ!ƒ ƗƶƜƓǩdž!ƒ ƗǒƵĂưĂdž!ƒ

ƨƓùǌƞ!ƒ ǑùƤƒƧǩĂ ýùdžƶ!ƒ ýùƤƒƥ Ƙƒ ƨĂƓƞǩ!ƒ ƧĂǌƱ Ŏ5 ǁ!ǨǄǇƓƪǒ Ǩ ĭƧƒƥǕƒ ƧǒĂƱǩ!ƒ Ɨǒ!Ɠƶ5 ǈdž

. ĭĂƶǀǩ!ƒ ǀƧĂƥǃ ƯĂǌǀǀ!ƒ ǈƵ ĭƧƒƥǕƒ

5. ƨƓǒƴƱǕǇǌ ƨĭǒǇdžƑǃǁǀ ǜƋǎǇǌǒǁǀ

(3.40) ǑƜƓƪùơ ƱƪĂǩǖĂ ǈƧǒƤǕƒĂ ƗƪdžƓƤ!ƒ ƗƙƧdž!ƒ Ŏ5 ƗǒƑƒƧƞǕƒĂ ƗǀǀĂǀƓǀ!ƒ ýdžƒĂƶ!ƒ ƥƶǃ Ɠƞƞ

ĬǁƵ ƥƶǃ!ƒ ƒǨǌ ýdžǩƮƒ ƥƥĂ ÜƗƱƪĂǩdž ƗƞƧƥǃĂ ĭƧƒƥǕƒ ƧǒĂƱǩ!ƒ ƥĂǌƞ! ƗƥƓƵǕƒ ǈdž ƱƪĂǩdž ăĂǩƪdžǃĂ

ƘƓù5ƒƧơǀǕƒĂ ƗǒƜƓƪùơ!ƒ ƘƓƱùƪĂǩdž!ƒĂ ƘƒƧùǀ5!ƒ ƳùǒǩƧǩ ǈǒǃǒ (15) ǄǒƧ ýĂƥƞ!ƒĂ ƘƒƧǀ5 ƩdžƤ

.ǈǒǍĂơǃdž!ƒ ƧƱǀ ƗǌƞĂ ǈdž ƓǌǩƥƵƒ ăĂǩƪdžĂ ÜƗǒƧƓƶdž!ƒ

(**15**) [illegible]

[illegible]

(**331** =[illegible]) [illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	.99	3.47	[illegible]	18	1
[illegible]	.95	3.45	[illegible]	16	2
[illegible]	.97	3.40	[illegible]	14	3
[illegible]	.98	3.35	[illegible]	15	4
[illegible]	1.00	3.34	[illegible]	17	5
[illegible]		3.40	[illegible]		

[illegible] (15) [illegible] (18) [illegible] (3.47 -3.34) [illegible] (3.47) [illegible] (17) [illegible] (.99) [illegible] (3.34) [illegible] .(1.00) [illegible] .(3.40) [illegible] (15) [illegible] .(1.00 - .95) [illegible]

.[illegible]

[illegible] (**0.05≥ α**) [illegible]

[illegible]

ŀùŏƧƓŏƶdž!ƒ ƘƓù5ƒƧơǉŰƒĂ ŀŏħƓʅùơ!ƒ ƘƓƱʅĂǩdž!ƒ ƜƒƧƤǩʅƒ ǲǩ ŀŏưƧ5!ƒ ǉƦǋ ŀơƮ LJdž ƽlơǩ!

ÜΣǉùŋ!ƒ) ŀùŏ5ŏƱĂ!ƒĂ ŀŏƮƤT!ƒ ƒ ƑƓƮƤ!! Ɠƶħǩ LJþƧŰƒ Ŏ5 ĭƧƒþŰƒ ƧŏĂƱǩ!ƒ þĂǌŋ ŀŏ!Ɠƶ5 ăĂǩʅdž!

ƽĂƧù5!ƒ ŀ!Ǚþ LJƓħ!Ă Ü(ƘƒƧĂþ!ƒ þþƵ ÜŀdžþƤ!ƒ ƘƒĂǉʅ ÜŎdžŏƶǩ!ƒ ăĂǩʅdž!ƒ ÜŎ5ŏƱĂ!ƒ ăĂǩʅdž!ƒ ÜƧdžƶ!ƒ

ĭþƓơŰƒ LJŏƓħǩ!ƒ ƴŏơǩĂ ÜΣǉŋ!ƒ Ƨŏʓǩdž! "Ƙ" ƧƓħǩƤƒ ǲƒþƤǩʅƒ ǲǩ ŀŏħƓʅơ!ƒ ƘƓƱʅĂǩdž!ƒ LJŏħ ŀŏƑƓƮơŰƒ

þþùƵĂ ÜŀùdžþƤ!ƒ ƘƒĂǉùʅĂ ÜŎùdžŏƶǩ!ƒ ăĂǩʅùdž!ƒĂ ÜŎ5ŏƱĂ!ƒ ăĂǩʅdž!ƒĂ ÜƧdžƶ!ƒ ƘƒƧŏʓǩdž LJdž ƴŧ!

ŀùŏƵƓdžǩŋŰƒ ƒ ƑƓƮùƤ!ƒ LJùdž ƴùŧ ΣƓùʅƒ ĬƵ LJŏĂơħdž!ƒ ƘƓħƓŋŰ ƯƧƵ Ŏŏ ƓdžŏƼĂ ÜƘƒƧĂþ!ƒ

.ǉűƵƒ Ɠǌŏ!ƒ ƧƓTdž!ƒ ŀŏ5ŏƱĂ!ƒĂ

Ƨ džƜƐ .1

(16) üǋǫƜ

ħĭƜƑƴʓ ǌǋŀƨǲ ĂŧY Ƨ džƜƐ þĭƩŀǱƜ ƑƴƓŀ "l" þƑƓŀƢƐǋ ħĭþƑĭƴǱƜƐ lƑʓƐþƟdžŰƐǋ ħĭƓƑƨƟƜƐ lƑƯƨǋŀǱƜƐ

(331 =Dž) ăþƐǫŰƐ þĭǋƯŀƜƐ ǫǋǊƜ

ŀùù!Ǚþ!ƒ ŀŏƑƓƮơŰƒ	ŀdžŏp Ƙ	125=LJ Ĭƛǉƒ		206 =LJ Ƨŧƙ		
		ƻƒƧơǉŰƒ ĭƧƓŏƶdž!ƒ	ƱʅĂǩdž!ƒ ŎħƓʅơ!ƒ	ƻƒƧơǉŰƒ ĭƧƓŏƶdž!ƒ	ƱʅĂǩdž!ƒ ŎħƓʅơ!ƒ	
.794	-.262	.56	3.46	.71	3.44	ƔŏƧþǩ!ƒ
.381	.877	.64	3.09	.76	3.16	ƨ5ƒĂơ!ƒ
.634	.477	.65	3.36	.74	3.40	ŀŏƧƒþŰƒ ƘƓdžĂƶdž!ƒ ǲƱǉ
.298	1.043	.72	3.20	.81	3.29	LJŏ5ƱĂdž!ƒ Ɠưƨ ƽŏlơǩ
.520	.644		3.28		3.32	ŀŏ!Ɠƶ5!ƒ ăĂǩʅdž ǲŏŏlǩ

ŀù!Ǚþ!ƒ ăĂǩʅùdž þùǉƵ ŀùdžǌdž ŀŏƑƓƮơǫ ŀ!Ǚþ Ƙƒƙ ƽĂƧ5 þĂŋĂ ǲþƵ (16) ƴĂþŋ!ƒ LJdž LJŏħǩŏ

ǲǌʅùǉŋ LJƵ ƧƱǉ!ƒ ƯʓħĂ LJŏ5ƱĂdž!ƒ LJƒ Ĭǉƶdžħ .þƓƶħŰƒ ƴŏdžŋ Ŏ5 Σǉŋ!ƒ Ƨŏʓǩdž! ăƨƶǩ (α≤0.05)

ǉƦùǋĂ .LJþƧŰƒ Ŏù5 ĭƧƒþŰƒ ƧŏĂƱǩ!ƒ þĂǌŋ ŀŏ!Ɠƶ5! ƜƒƧþŰƒ LJdž ăĂǩʅdž!ƒ Σ5ǉ ǲǌŏþ! (ŀƓǉƒ ÜƧĂŧƙ)

.ƴŧŧ ŀŏ!Ɠƶ5!ƒ ăĂǩʅdž ǲŏŏlǩ Ŏ5Ă þƓƶħŰƒ ƴŏdžŋ Ŏ5 ŀŏưƧ5!ƒ Ư5Ƨ Ĭ!ǫ ƧŏTǩ ŀŋŏǩǉ!ƒ

Ŏù5 ŀŏĂƓʅǩdž ŀŏŏdžŏlǩ ƘƒƧþp LJĂŧǩdžŏ ƘƓ5ƱĂdž!ƒĂ LJŏ5ƱĂdž!ƒ LJƒ Ĭ!ƒ ƧŏTŏ (16) ǲpƧ ƴĂþŋ!ƒ LJƒ

þùƶħĂ Üƨ5ƒĂùơ!ƒ þƶħĂ ÜƔŏƧþǩ!ƒ þƶħ ƴűƤ LJdž ĭƧƒþŰƒ ƧŏĂƱǩ!ƒ þĂǌŋ ŀŏ!Ɠƶ5 ăĂǩʅdž ǲŏŏlǩ! ǲǌǩƧƱǉ

ƒƦùǋĂ .LJŏʅùǉŋ!ƒ űŧ! ŀƱʅĂǩdž ŀŋƧþħ Ƙǉƒŧ ŀŏơ ÜŎ5ŏƱĂ!ƒ Ɠưƨ!ƒ þƶħĂ ŀŏƧƒþŰƒ ƘƓdžĂƶdž!ƒ ǲƱǉ

.ŀŏ!Ɠƶ5!ƒ ăĂǩʅdž ǲŏŏlǩ ƒ Ƥŏ Ɠdžŏ5 LJŏʅǉŋ!ƒ ĭþ! ĂƓʅǩdž ŎƵĂ ĬƵ ƴŏ!þ

þDžyℿ .2

(17) üNjqℿ

þĭNjǕŧℿ qNjNJℿ hŭℿƑyƺ njNjŧƨDžℿ ăqƑϴǙ DžĭƑĜŧℿ üĭŧϴŧNj hŭþƑĭyDžℿ ƖƑƺƐþϴǘǗNj hŭĜƑƨϴℿ ƖƑƯƨNjŧDžℿ

(331 =Dž) þDžyℿ þĭƸŧDžℿ ƑyĜŧ ăþƐqǕ

ŧùùù!Ǚþ!ƒ ŧŏƑĜƮơǙƒ	Ƨ ŧdžöp	ƧλŧƋ 46		31-45		ýpƋ 30		
		Ƨ ƒƧơǀǙƒ ĭƧĜözdž!ƒ	ƱƖĂkdž!ƒ ǑhĜƖơ!ƒ	Ƨ ƒƧơǀǙƒ ĭƧĜözdž!ƒ	ƱƖĂkdž!ƒ ǑhĜƖơ!ƒ	Ƨ ƒƧơǀǙƒ ĭƧĜözdž!ƒ	Ʊùù ƖĂkdž!ƒ ǑhĜƖơ!ƒ	
.226	1.495	.67	3.56	.65	3.44	.64	3.36	ƔŏƧþk!ƒ
.094	2.384	.63	3.32	.72	3.09	.77	3.12	ƨ5ƒĂơ!ƒ
.031	3.519	.68	3.61	.69	3.33	.77	3.36	ŧŏƧƒþǙƒ ƘĜdžĂℿzdž!ƒ DžƱǀ
.029	3.564	.66	3.50	.80	3.20	.78	3.22	ǇŏƽƱĂdž!ƒ ĜƯƧ ƾölơk
.032	3.488		3.49		3.26		3.26	ŧö!Ĝzƽ!ƒ ăĂkƖdž Džööļk

ăĂkƖùdž þùǀƵ ŧùdžnjdž ŧŏƑĜƮơƺ ŧ!Ǚþ ƘƒƦ ĜpĂƧ5 ℿĜǀNj Ǉƒ (17) DžpƧ ýĂþƞ!ƒ ƘĜǀĜh ǇDž ǇŏhƘŏ

Ŏ5 Ƨdžz!ƒ ƧλǗ ăƨzk ĭƧƒþǙƒ ƧŏĂƱk!ƒ þĂnjƞ ŧö!Ĝzƽ ăĂkƖdž! ǇŏλĂơhdž!ƒ Ƨŏþlk Ŏ5 (α≤0.05)ŧ!Ǚþ!ƒ

Džù! Ĝùdžǀŏh Üýùŧŧ ŧö!Ĝzƽ!ƒ ăĂkƖdž Džööļk Ŏ5Ă ǇŏƽƱĂdž!ƒ ĜƯƧ ƾölơkĂ ŧŏƧƒþǙƒ ƘĜdžĂℿzdž!ƒ DžƱǀ ĭþzh

ýĂùhp Ĭù!ƺ ƧŏƮùk ŧùƞŏkǀ!ƒ ǀƦNjĂ .ƨ5ƒĂơ!ƒĂ ƔŏƧþk!Ĝh ǇŏlℿzkDž!ƒ Ǉŏþzh!ƒ Ŏ5 ƾĂƧƽ!ƒ ǀƦNj ýλdžƧnjƱk

ýùŧŧ ŧö!Ĝzƽ!ƒ ăĂkƖdž Džööļk Ŏ5Ă ǇŏƽƱĂdž!ƒ ĜƯƧ ƾölơkĂ ŧŏƧƒþǙƒ ƘĜdžĂℿzdž!ƒ DžƱǀ ĭþzh Ŏ5 ŧöƯƧƽ!ƒ

ƘĜùhĜƞǗ ŧŏhĜƖùơ!ƒ ƘĜƱùƖĂkdž!ƒ ǇŏĿ ƾĂƧƽ!ƒ ypĂdž ǇĜh!Ă .ƨ5ƒĂơ!ƒĂ ƔŏƧþk!ƒ ĭþzh Ŏ5 ĜnjƯ5ƧĂ

.(17) ýĂþƞ!ƒ Ŏ5 ǇŏhdžĂNj Ĝdžŧ NJöƽƮ ŧlöƧƱh ŧŏþzh!ƒ ƘĜǀƧĜldž!ƒ DžƒþƤkƖƒ Džk ǇŏλĂơhdž!ƒ

(18) üNjqℿ

þĭNjǕŧℿ qNjNJℿ hŭℿƑyƺ njNjŧƨDžℿ hŭĜƑƨϴℿ ƖƑƯƨNjŧDžℿ DžĭĜ hŭqyĜℿ ƖƑdžƐþƑƾDžŧℿ ǇĭƧĭƖ þƑĜŧqℿ ƛƏƑŧdž

(331 =Dž) DžĭƧƯNjDžℿ ƑƮþNj hŭþƐqǕ ƖƑDžNjŧyDžℿ !ƯdžÛþDžyℿ þĭƸŧDžℿ ƑyĜŧ ăþƐqǗ

ƧλŧƋ 46	45-31	ýpƋ 30	Ʊùùù ƖĂkdž!ƒ ǑhĜƖơ!ƒ		
-	-	-	3.36	ýpƋ 30	ƘĜdžĂℿzdž!ƒ DžƱǀ ŧŏƧƒþǙƒ
-	-	.02	3.33	45-31	
-	*.27	.25	3.61	ƧλŧƋ 46	
-	-	-	3.22	ýpƋ 30	ǇŏƽƱĂdž!ƒ ĜƯƧ ƾölơk
-	-	.02	3.20	45-31	
-	*.30	.28	3.50	ƧλŧƋ 46	
-	-	-	3.26	ýpƋ 30	ŧö!Ĝzƽ!ƒ ăĂkƖdž Džööļk
-	-	.00	3.26	45-31	
-	*.23	.23	3.49	ƧλŧƋ 46	

.(0.05 = α) ŧ!Ǚþ!ƒ ăĂkƖdž þǀƵ ŧ!ƒþ*

[illegible] (18) [illegible]

[illegible]

[illegible] 46) [illegible] (45 -31) [illegible] 46) [illegible]

[illegible] 46) [illegible]

[illegible]

[illegible]

[illegible]

[illegible] 46) [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible] .3

(19) [illegible]

[illegible]

(331 =[illegible]) [illegible]

[illegible]	[illegible]	[illegible]		[illegible]		[illegible]		[illegible]		
		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
.713	.456	.69	3.40	.64	3.45	.66	3.51	.64	3.37	[illegible]
.728	.435	.72	3.14	.76	3.08	.69	3.19	.58	3.19	[illegible]
.170	1.684	.65	3.40	.79	3.29	.63	3.51	.68	3.44	[illegible]
.304	1.215	.76	3.18	.82	3.22	.76	3.38	.65	3.31	[illegible]
.448	.886		3.28		3.26		3.39		3.32	[illegible]

LJöÅǺơhdž!f Ƨöþlk Ŏ5 (α≤0.05) ŀöƑǴȚơş ŀ!Ǖþ ƘƒŖ ѣĂƧ5 þĂŋĂ Džþƶ (19) ýĂþŋ!f LJdž LJöhkö

Džöùölk Ŏù5Ă þǴƶhǕf yödžŋ Ŏ5 Ŏ5öƱĂ!f Ĭdžʅdž!f ƧʎǕ ăƨƶk ĭƧfþǕf ƧöĂƱk!f þĂnjŋ ŀö!Ǵƶ5 ăĂkʅdž!

ŀùö5öƱĂ!f DžnjhkfƧùdžĂ DžnjkǴödžʅdž LJƵ ƧƱǉ!f ƯƺhĂ LJö5ƱĂdž!f LJf Ĭ!f ƧöTö Ǵdždž .ý‡‡ ŀö!Ǵƶ5!f ăĂkʅdž

Ưù5Ƨ Ĭ!ş ƧöTk ŀŋökǉ!f ǉŖNjĂ .LJþƧǕf Ŏ5 ĭƧfþǕf ƧöĂƱk!f þĂnjŋ ŀö!Ǵƶ5 ăĂkʅdž! Ƨöþlk!f Σ5ǉ Džnj!

LJf Ĭù!f ƧùTƋö fŖNjĂ .ý‡‡ ĭƧfþǕf ƧöĂƱk!f þĂnjŋ ŀö!Ǵƶ5 ăĂkʅdž Ŏ5Ă þǴƶhǕf yödžŋ Ŏ5 ŀöƯƧ5!f

ĬùǉƵ LJöƶdžŋdž ŀöƧfþǕf DžnjkhkƧĂ DžNjfĂkʅdž LJƵ ƧƱǉ!f Ưƺh ŀödžĂ‡ơ!f lƨnjŋǕf Ŏ5 LJöǉdžǴƶ!f LJö5ƱĂdž!f

LJĂʅùdžǉöĂ LJĂ5ƱĂdž!f ǉƧƶTkʅö ŀö!Ǵƶ5!f LJdž ăĂkʅdž!f fŖNj LJf ŀöơ Ǖǖƶ5 Ʊʅ Ăkdž ŀö!Ǵƶ5!f ăĂkʅdž LJf

Ĭù!f Ɣhʅ!f ŀʎơǴh!f ĂƨƶkĂ .ǴnjǉĂǉƺTö Ŏk!f ŀöƧfþǕf yþfĂdž!f Ŏ5 ƘǴ5ǖkPǕf LJƵ ƧƱǉ!f Ưƺh ŀŋƑǴkǉ

ΣǴù‡ƶǉfĂ ýþǴùhkdž!f ƧöʎkfĂ ƧʎkǴh Ơdžʅ öĂ ƘǴödžʅdž!f ǉŖNj ŎǉƸǴT LJöh ƧTǴhdž!f ýȚfĂk!f ƧʎƋö þþ NǉƒĂ

.ĭƧfþǕf ƧöĂƱk!f þĂnjŋ! Džööǉk!f ŀöǉdžƵ ĬǉƵ ǁ!Ŗ

Ĭdž‡yǁɛ üǉƊdžǁɛ.4

(20) üNjǭǁǁ
Ĭdž‡yǁɛ üǉƊdžǁɛ þĭƸŀdžǁ ƒyǴŀ ăǭƑƟǗɛ DžĭƑǴŀǁɛ üĭ‡ƟŀNj hĭþƒĭydžǁɛ lƑƺɛþƟǖǗɛNj hĭǴƒƨƟǁɛ lƑƯƨNjŀdžǁɛ
(331 =Dž) ăþɛǭǗɛ þĭNjƯŀǁɛ ǭNjNJǁǁ hĭǁƒyƺ njNjŀƨdž Ă‡Ỵ

	المتوسط الحسابي	الانحراف المعياري	المتوسط الحسابي	الانحراف المعياري	المتوسط الحسابي	الانحراف المعياري	قيمة ف	الدلالة الاحصائية
	دبلوم فأقل		بكالوريوس		دراسات عليا			
التدريب	3.46	.62	3.48	.69	3.29	.59	1.351	.261
الحوافز	3.14	.68	3.13	.74	3.13	.78	.006	.994
نظم المعلومات الإدارية	3.36	.65	3.38	.75	3.47	.69	.355	.702
تحقيق رضا الموظفين	3.23	.77	3.26	.81	3.32	.67	.221	.802
تقييم مستوى الفعالية	3.30		3.31		3.29		.024	.977

ŀù!Ǖþ!f ăĂkʅùdž þùǉƵ ŀùdžnjdž ŀöƑǴȚơş ŀ!Ǖþ ƘƒŖ ѣĂƧ5 þĂŋĂ Džþƶ (20) ýĂþŋ!f LJdž LJöhkö

ŀùƶdžkŋdž ŀùƶhƧǕf ǴNjþǴƶhǴh ĭƧfþǕf ƧöĂƱk!f þĂnjŋ ŀö!Ǵƶ5 ăĂkʅdž! LJöÅǺơhdž!f Ƨöþlk Ŏ5 (α≤0.05)

LJĂ‡Ƨþùö ŀùödžǉƶ!f DžnjkǖNjƋdž LJƵ ƧƱǉ!f ƻƧȚhĂ LJö5ƱĂdž!f LJf ĭf .Ŏdžǉƶ!f ýNjƋdžǉ! ăƨƶk ǉþƧ5ǉdžĂ

Ưù5Ƨ Ĭù!ş ƧöTùk ŀŋökǉ!f ǉŖNjĂ .LJþƧǕf Ŏ5 ĭƧfþǕf ƧöĂƱk!f þĂnjŋ! ŀö!Ǵƶ5!f LJdž ăĂkʅdž!f Σ5ǉ

ŀùʅfƧþ ЊƑǴùkǉ yǖùdž ŀŋökǉ!f ǉŖNj ѣ5kkĂ .ý‡‡ ŀö!Ǵƶ5!f ăĂkʅdž Džööǉk Ŏ5Ă þǴƶhǕf yödžŋ Ŏ5 ŀöƯƧ5!f

þĂùnjŋ ŀùö!Ǵƶ5 ăĂkʅùdž! DžNjƧöþùǉk Ŏ5 ŀǉöƶ!f þƒƧ5ƒ ѣ5ƒĂk Ĭ!f ƧTƋö ǁ!Ŗ LJf .(**1999**ûĬdžƑDž‡ƨDžǁɛ)

[illegible]

[illegible]

[illegible] .

5. [illegible]

(21) [illegible]

[illegible]

(331 =[illegible]) [illegible]

	المتوسط الحسابي (5سنوا ت فأقل)	الانحراف المعياري (5سنوا ت فأقل)	المتوسط الحسابي (6-10سنوات)	الانحراف المعياري (6-10سنوات)	المتوسط الحسابي (11سنة فأكثر)	الانحراف المعياري (11سنة فأكثر)	قيمة ف	الدلالة الاحصائية
التدريب	3.45	.60	3.35	.66	3.49	.68	1.064	.346
الحوافز	3.22	.73	3.03	.71	3.13	.72	1.362	.258
نظم المعلومات الإدارية	3.37	.70	3.27	.73	3.44	.70	1.522	.220
تحقيق رضا الموظفين	3.19	.84	3.25	.75	3.30	.75	.631	.533
تقييم مستوى الفعالية	3.31	.63	3.22	.61	3.34	.60	.916	.401

[illegible] (21) [illegible]

[illegible] (α≤0.05)[illegible]

[illegible]

[illegible]

[illegible].

6. [illegible]

(22) [illegible]

[illegible]

(331 =[illegible]) [illegible]

	المتوسط الحسابي (اقل من 3 دورات)	الانحراف المعياري (اقل من 3 دورات)	المتوسط الحسابي (3-اقل من 5)	الانحراف المعياري (3-اقل من 5)	المتوسط الحسابي (5فأكثر)	الانحراف المعياري (5فأكثر)	قيمة ف	الدلالة الاحصائية
التدريب	3.39	.67	3.54	.65	3.44	.65	.931	.395
الحوافز	3.11	.70	3.27	.80	3.10	.70	1.468	.232
نظم المعلومات الإدارية	3.30	.72	3.48	.80	3.39	.67	1.132	.324
تحقيق رضا الموظفين	3.16	.78	3.38	.87	3.26	.74	1.357	.259
تقييم مستوى الفعالية	3.24	.60	3.41	.70	3.29	.58	1.550	.214

1. [illegible]

(23) [illegible]

[illegible]

(331 =[illegible]) [illegible]

	المتوسط الحسابي (ذكر ن=206)	الانحراف المعياري (ذكر ن=206)	المتوسط الحسابي (انثى ن=125)	الانحراف المعياري (انثى ن=125)	قيمة ت	الدلالة الاحصائية
العوامل الادارية	3.60	.75	3.58	.74	.166	.868
العوامل المادية	3.79	.74	3.75	.86	.483	.630
العوامل القانونية والاجرائية	3.46	.78	3.31	.79	1.725	.085
العوامل الاجتماعية	3.89	.98	3.69	1.01	1.741	.083
العوامل السياسية	3.52	.95	3.35	1.01	1.556	.121
المعوقات ككل	3.63		3.54		1.197	.232

[illegible] (23) [illegible]

[illegible] (α≤0.05) [illegible]

[illegible]

2. [illegible]:

(24) [illegible]

[illegible]

(331 =[illegible]) [illegible]

	[illegible]30		31-45		[illegible]46		[illegible]	[illegible]
	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]		
[illegible]	3.46	.79	3.62	.72	3.63	.79	1.226	.295
[illegible]	3.73	.86	3.74	.80	3.97	.62	2.263	.106
[illegible]	3.20	.88	3.44	.76	3.48	.77	2.561	.079
[illegible]	3.61	1.11	3.84	.96	3.93	.99	1.804	.166
[illegible]	3.27	.98	3.48	.96	3.58	1.02	1.613	.201
[illegible]	3.44		3.61		3.69		2.190	.114

Ƚù!Ǚþ!ƒ ăĂƙʅùdž þùǈƵ Ƚùdžnjdž ȽǒƑƓƮơƺ Ƚ!Ǚþ ƘƒƦ ƽĂƧ5 þĂɳĂ ǅþƵ (24) ýĂþɳ!ƒ ǈdž ǈǒƕǩǒ ǀþƧù5ǈdžĂ Ƚùƶdžƙɳdž Ƚư Ƨƙ5dž!ƒ ýdžƒĂƶ!ƒ ǋǅǂƬƙ ĭƦ!ƒ ȽƿƓƵǙƒ ăĂƙʅdž! ǈǒƛĂơɦdž!ƒ Ƨǒþǀƙ Ŏ5 (α≤0.05) ȽùǒƧdžƶ!ƒ ƘƓùƑ5!ƒ Ƚù5ƓǂǈùdžǈǒƽƱĂdž!ƒ ǈƒ ŎǈƶǒƓdždž .Ƨdžƶ!ƒ ƧǒʓƙdžǃăƶƶƙĭƧƒþǛƒ ƧǒĂƱƙ!ƒ þĂnjɳ!

.ĭƧƒþǗƒ ƧǒĂƱƙ!ƒ þĂnjɳ! Ƚư Ƨƙ5dž!ƒ ƘƓƿĂƶdž!ƒ ȽƵĂdžɳdž ǋǅǂƬƙ ĭƦ!ƒ ȽƿƓƵǙƒ ăĂƙʅdž Ʃ5ǈ ǈĂǂƧþǒ

.ýǂǂ ƘƓƿĂƶdž!ƒ Ŏ5Ă ýdžƒĂƶ!ƒ ƴǒdžɳ Ŏ5 Ƚǒ ư Ƨ5!ƒ Ʊ5Ƨ Ĭ!ƺ ƧǒƬƙ ȽɳǒƙǈǈƦǋĂ

.3 ĬƧĭưǋǈ ĂǅƨǅǇ

(25) üǋǈǔ

ȟ5ƑǛǗǆ njǋǂƨǅǈ ǅĭƙǋǊǅǆ þĭǔƨǂǈ ǅĭƑǂǇ üĭǂǊǋ ȟĭþƑĭǅǆ ǀƑƷþǊǅǗǆǋ ȟĭƓƑƨǊǇ ǀƑƱƨǋǂǅǇ

(331 =ǅǆ) ĬƧĭưǋǈ ĂǅƨǅǇ þĭƩǂǅǈ ƑǂƓǂ ƑǂƓǂ ăþǆǔǗǆ þĭǋƱǂǇ ǔǋǈǈǈ ȟƮþǂƧǅǇ üǅǆǋǂǂ

	امين عام/مدير عام/مساعد مدير عام		رئيس قسم /شعبة		موظف تنفيذي		اخرى		قيمة ف	الدلالة الاحصائية
	المتوسط الحسابي	الانحراف المعياري	المتوسط الحسابي	الانحراف المعياري	المتوسط الحسابي	الانحراف المعياري	المتوسط الحسابي	الانحراف المعياري		
العوامل المادية	4.07	.78	3.82	.72	3.77	.82	3.67	.78	1.622	.184
العوامل القانونية والاجرائية	3.45	.66	3.44	.78	3.38	.78	3.39	.85	.146	.932
العوامل الاجتماعية	3.88	.84	3.85	1.01	3.82	.95	3.74	1.08	.224	.880
العوامل السياسية	3.68	1.06	3.53	1.00	3.47	.96	3.31	.96	1.223	.301
المعوقات ككل	3.80		3.63		3.57		3.55		1.083	.356

Ƚù!Ǚþ!ƒ ăĂƙʅùdž þùǈƵ Ƚùdžnjdž ȽǒƑƓƮơƺ Ƚ!Ǚþ ƘƒƦ ƽĂƧ5 þĂɳĂ ǅþƵ (25) ýĂþɳ!ƒ ǈdž ǈǒƕǩǒ ǀþƧù5ǈdžĂ Ƚùƶdžƙɳdž Ƚư Ƨƙ5dž!ƒ ýdžƒĂƶ!ƒ ǋǅǂƬƕ ĭƦ!ƒ ȽƿƓƵǙƒ ăĂƙʅdž! ǈǒƛĂơɦdž!ƒ Ƨǒþǀƙ Ŏ5 (α≤0.05) ƧƱǈ!ƒ ƱʓƕĂ ǈǒ5ƱĂdž!ƒ ǈƒ Ĭ!ƒ ƧƬƌǒ ƓdždžǒƱĂ!ƒ Ĭdžʅdž!ƒ ƧǒʓƙdžǃăƶƶƙĭƧƒþǛƒ ƧǒĂƱƙ!ƒ þĂnjɳ! ƘƓƿĂƶdž!ƒ ȽƵĂdžɳdž ǋǅǂƬƙ ĭƦ!ƒ ȽƿƓƵǙƒ ǈdž ăĂƙʅdž!ƒ Ʃ5ǈ ǈĂǂƧþǒ ȽǒƱǒƱĂ!ƒ ǅnjƙƓǒdžʅdžĂ ǅnjǈƕƒƧdž ǈƵ Ŏù5Ă ýdžƒĂƶ!ƒ ƴǒdžɳ Ŏ5 Ƚǒ ư Ƨ5!ƒ Ʊ5Ƨ Ĭ!ƺ ƧǒƬƙ ȽɳǒƙǈǈƦǋĂ .ĭƧƒþǗƒ ƧǒĂƱƙ!ƒ þĂnjɳ! Ƚư Ƨƙ5dž!ƒ .ýǂǂ ƘƓƿĂƶdž!ƒ

ĬDŽǂyllɛ üljƊDŽllɛ .4

(26) üNjqlll

njNjǂƨDŽll DžĭƙNjƟĜDŽllɛ þĭqʂǂll ǎqƑƟŬɛ DžĭƑĜǂllɛ üĭǂƟǂNj hĭþƑĭyDŽllɛ ƖƑʓɛþƟǆŰɛNj hĭĜƑƨƟllɛ ƖƑƲƨNjǂDŽllɛ

(331 =Dž) ĬDŽǂyllɛ üljƊDŽllɛ þĭƩǂDŽll ƒyĜǂ ǎþɛqŰɛ þĭNjƲǂllɛ qNjNJlll hƬþǂƨDŽllɛ üDŽɛNjyǂll hʒƑYŬɛ

	دبلوم فاقل		بكالوريوس		دراسات عليا		قيمة ف	الدلالة الاحصائية
	المتوسط الحسابي	الانحراف المعياري	المتوسط الحسابي	الانحراف المعياري	المتوسط الحسابي	الانحراف المعياري		
ǂőƧƒþŰƒ ýdžƒĀƶ!ƒ	3.47	.82	3.64	.67	3.73	.82	2.601	.076
ǂőþĜdž!ƒ ýdžƒĀƶ!ƒ	3.76	.85	3.80	.73	3.74	.81	.138	.871
ǂǜőljĀljĜ!ƒ ýǜdžƒĀƶ!ƒ ǂőƑƒƧƞŰƒĀ	3.38	.88	3.40	.75	3.47	.71	.182	.834
ǂőƵĜdžƙƞŰƒ ýdžƒĀƶ!ƒ	3.67	1.13	3.84	.92	4.07	.83	2.726	.067
ǂőƪĜőƪ!ƒ ýdžƒĀƶ!ƒ	3.42	1.01	3.46	.97	3.58	.95	.421	.657
ýǂǂ ƘĜpĀƶdž!ƒ	3.52		3.62		3.70		1.410	.246

ǂù!Űþ!ƒ ǎĀƙƪùdž þùljƵ ǂùdžnjdž ǂőƑĜƬơƍ ǂ!Űþ Ƙƒƙ ʂĀƧ5 þĀƞĂ Džþƶ (26) ýĀþƞ!ƒ LJdž LJőhƙő lþƧùʒljdžĂ ǂùƶdžƙƞdž ǂưƧƙʒdž!ƒ ýdžƒĀƶ!ƒ NJǂTh ĭƘ!ƒ ǂpĜƵŰƒ ǎĀƙƪdž! LJőƛĀơhdž!ƒ ƧőþlƙŐ5 (α≤0.05) LJùƵ ƧùƱlj!ƒ ƲʑhĂ LJőʒƱĀdž!ƒ LJƒ Őljƶő Ĝdždž .Ődž!ƶ!ƒ ýNjƋdž!ƒ Ƨőʓƙdž! ǎƨƶƙ ĭƧƒþŰƒ ƧőĀƱƙ!ƒ þĀnjƞ! ĭƘù!ƒ ǂpĜƵŰƒ LJdž ǎĀƙƪdž!ƒ Σʒlj LJĂǂƧþő (ĜőƶƵ ƘĜƪƒƧþ ÜΣĀőƧĀ!Ĝǂh ÜýpƋ5 DžĀhþ) ǂődž!ƶ!ƒ DžnjƙǚNjƋdž ƧőTùƙ ǂùƞőƙlj!ƒ ljƘNjĂ .ǎĀƙƪdž!ƒ Σʒljh ĭƧƒþŰƒ ƧőĀƱƙ!ƒ þĀnjƞ! ǂưƧƙʒdž!ƒ ƘĜpĀƶdž!ƒ ǂƵĀdžƞdž NJǂTƙ ǂùƪƒƧþ yùdž ǂùƪƒƧþ!ƒ ljƘNj NJƑĜƙlj ʂʒƙƙ .ýǂǂ ƘĜpĀƶdž!ƒ Ő5Ă ýdžƒĀƶ!ƒ yődžƞ Ő5 ǂőưƧʒ!ƒ Ʋ5Ƨ Ĭ!ƍ Őù5 ǂdžĜùT ŐNj ýh ÜLJőƶdž ŐdžƵ ýNjƋdžh ƱhƙƧƙ Ǔ ƘĜpĀƶdž!ƒ LJƒ Ĭ!ƒ ƒƘNj LJĜh Ü (1999ÛĬdžƑDžǂƨDŽllɛ) .ǂődž!ƶ!ƒ ƘǚNjƋdž!ƒ ǂ5Ĝǂ LJdž LJőʒƱĀdž!ƒ Ő5 ĜNjƧőƛƋƙ

hƲDŽqƢllɛ ƖɛNjdžƨ .5

(27) üNjqlll

njNjǂƨDŽll DžĭƙNjƟĜDŽllɛ þĭqʂǂll ǎqƑƟŬɛ DžĭƑĜǂllɛ üĭǂƟǂNj hĭþƑĭyDŽllɛ ƖƑʓɛþƟǆŰɛNj hĭĜƑƨƟllɛ ƖƑƲƨNjǂDŽllɛ

(331 =Dž) hƲDŽqƢllɛ ƖɛNjdžƨ þĭƩǂDŽll ƒyĜǂ ǎþɛqŰɛ þĭNjƲǂllɛ qNjNJlll hƬþǂƨDŽllɛ üDŽɛNjyǂll hʒƑYŬɛ

	ýpƋ5 Ƙ ƒĀljƪ5		ƘƒĀljƪ6-10		ƧƛǂƋ5 ǂljƪ11		ƻ ǂdžőp	ǂ!Űþ!ƒ ǂőƑĜƬơŰƒ
	ƱƪĀƙdž!ƒ ŐhĜƪơ!ƒ	ƻƒƧơljŰƒ ĭƧĜőƶdž!ƒ	ƱƪĀƙdž!ƒ ŐhĜƪơ!ƒ	ƻƒƧơljŰƒ ĭƧĜőƶdž!ƒ	ƱƪĀƙdž!ƒ ŐhĜƪơ!ƒ	ƻƒƧơljŰƒ ĭƧĜőƶdž!ƒ		
ǂőƧƒþŰƒ ýdžƒĀƶ!ƒ	3.62	.72	3.43	.74	3.64	.76	2.248	.107
ǂőþĜdž!ƒ ýdžƒĀƶ!ƒ	3.80	.80	3.68	.86	3.81	.74	.767	.465
ǂőljĀljĜ!ƒ ýdžƒĀƶ!ƒ ǂőƑƒƧƞŰƒĀ	3.42	.81	3.32	.84	3.43	.76	.461	.631
ýǜùùùùdžƒĀƶ!ƒ ǂőƵĜdžƙƞŰƒ	3.79	1.00	3.64	1.09	3.90	.95	1.655	.193
ǂőƪĜőƪ!ƒ ýdžƒĀƶ!ƒ	3.39	.90	3.41	1.03	3.52	1.00	.593	.553
ýǂǂ ƘĜpĀƶdž!ƒ	3.60		3.47		3.64		1.649	.194

Łù!Ůþ!ƒ ăĂƙʅùdž þǉƵ Łdžnjdž ŁǒƑƓƮơƍ Ł!Ůþ ƘƒƦ ƾĂƧ5 þĂɳĂ Ǳþƶ (27) ǱƿƧ ýĂþɳ!ƒ ǈdž ǈǒǁƙǒ

ǉþƧù5ǉdžĂ Łùƶdžƙɳdž Łƛƨƙ5dž!ƒ ýdžƒĂƺ!ƒ ǋǅŦƬǁ ĭƦ!ƒ ŁƿƓƵŮƒ ăĂƙʅdž! ǈǒƛĂơǁdž!ƒ Ƨǒþǀƙ Ŏ5 (α≤0.05)

Ƨù Ʊǉ!ƒ Ƣùʒ ǁĂ ǈǒ5ƱĂdž!ƒ ǈƒ Ĭ!ƒ ƧƬƌǒ ƓǆǆǇ .ŁdžþƤ!ƒ ƘƒĂǉʅ Ƨǒʒƙdž! ăƨƶƙ ĭƧƒþŮƒ ƧǒĂƱƙ!ƒ þĂnjɳ!

Łù ƛƧƙ5dž!ƒ ƘƓƿĂƶdž!ƒ ŁƵĂdžɳdž ǋǅŦƬƙ ĭƦ!ƒ ŁƿƓƵŰƒ ǈdž ăĂƙʅdž!ƒ Σ5ǉ ǈĂŦƧþǒ ǱnjƙdžþƤ ƘƒĂǉʅ ǈƵ

ƘƓùƿĂƶdž!ƒ Ŏ5Ă ýdžƒĂƺ!ƒ ɏǒdžɳ Ŏ5 Łǒƛ Ƨ5!ƒ Ƣ5Ƨ Ĭ!ƍ ƧǒƬƙ Łɳǒƙǉ!ƒ ǉƦǋĂ . ĭƧƒþŰƒ ƧǒĂƱƙ!ƒ þĂnjɳ!

ƘĂƓ5ƙ ƓnjǀƼƒƧǒ Ů ŁdžþƤ!ƒ ƘƒĂǉʅ Ŏ5 ƘĂƓ5ƙ!ƒ ǈƒ Łǒơ Ü(**1999** ĬǆƑǄŦƨǄǁǆ) ŁʅƒƧþ ɏdž ƾ5ƙƙĂ Üý‡‡

ƘƓùƿĂƶdž!ƒ ǁƧþùǒ ǈǒǒƶƙ!ƒ Łǒþơ ƻƱĂdž!Ɠ5 ǕƓnjǁ ƧǆƙƄ!ƒ Ĭƙơ Ăƒ ĭƧƒþŮƒ ƧǒĂƱƙ!ƒ ƘƓƿĂƶdž Ł5ƧƶdžĂ Ŏ5

.ǈǒǒƶƙ!ƒ Ǳǒþƿ ƻƱĂdž!ƒ ǋǆǒǀǒ ĭƦ!ƒ ǋʅ5ǉ ăĂƙʅdž!ƒ þǉƵ ƓnjǆǒǀǒĂ

ƹ ƛǋǅǄǁǆ ƑǉþƮƟ ĬǄǁǆ ǁǐƓþƣǄǁǆ ǀƸþǋƣǁǆ ƣƣƳ **.6**

(28) üǋƣǁǁ

njǋǄƨǄǁ ǄǐƙǋƟƓǄǁǆ þǐƣƾǄǁ ăƣƑƟŮǆ ǄǐƑƓǄǁǆ üǐǄƟǄǋ ǁǐþƑǐɏǄǁǆ ǀƑʒƸþƟǆŮǆǋ ǁǐƓƑƨƟǁǆ ǀƑƛƨǋǄǄǁǆ

(**331** =Ǆǆ) ǀƸþǋƣǁǆ þǐƩǄǄǁ ƒɏƓǄ þǐƩǄǄǁ ƒɏƓǄ ăþƸƣŮǆ þǐǋƛǄǁǆ ƣǋǋǁǁ ǁƮþǄǄǁǆ üǄǆǋɏǄǁ ǁƼƑŮǆ

Łǚù!Ůþ!ƒ ŁǒƑƓƮơŮƒ	Łǚdžǒþ Ƶ	Ƨƛ‡ƌ55		5 ǈdž ýþƒ3-		ƘƒƧĂþ 3 ǈdž ýþƒ		
		Ƶ ƒƧơǉŮƒ ĭƧƓǒƶdž!ƒ	ƱʅĂƙdž!ƒ ŎǁƓʅơ!ƒ	Ƶ ƒƧơǉŮƒ ĭƧƓǒƶdž!ƒ	ƱʅĂƙdž!ƒ ŎǁƓʅơ!ƒ	Ƶ ƒƧơǉŮƒ ĭƧƓǒƶdž!ƒ	ƱʅĂƙdž!ƒ ŎǁƓʅơ!ƒ	
.422	.866	.71	3.59	.71	3.68	.84	3.52	ŁǒƧƒþŮƒ ýdžƒĂƺ!ƒ
.431	.845	.73	3.74	.80	3.89	.87	3.77	ŁǒþƓdž!ƒ ýdžƒĂƺ!ƒ
.596	.518	.71	3.40	.81	3.48	.92	3.35	Łǚùǒǉǈǉ!ƒ ýǚùdžƒĂƺ!ƒ ŁǒƑƒƧɳŮƒĂ
.975	.026	.93	3.82	.99	3.81	1.14	3.79	ŁǒƵƓdžƙɳŮƒ ýdžƒĂƺ!ƒ
.413	.887	.96	3.52	1.02	3.37	1.00	3.39	ŁǒʅƓǒʅ!ƒ ýdžƒĂƺ!ƒ
.618	.482		3.60		3.65		3.54	ý‡‡ ƘƓƿĂƶdž!ƒ

Łù!Ůþ!ƒ ăĂƙʅùdž þùǉƵ Łùdžnjdž ŁǒƑƓƮơƍ Ł!Ůþ ƘƒƦ ƾĂƧ5 þĂɳĂ Ǳþƶ (28) ýĂþɳ!ƒ ǈdž ǈǒǁƙǒ

ǉþƧù5ǉdžĂ Łùƶdžƙɳdž Łƛƨƙ5dž!ƒ ýdžƒĂƺ!ƒ ǋǅŦƬǁ ĭƦ!ƒ ŁƿƓƵŮƒ ăĂƙʅdž! ǈǒƛĂơǁdž!ƒ Ƨǒþǀƙ Ŏ5 (α≤0.05)

þþƵ ǈƵ ƧƱǉ!ƒ Ƣʒ ǁĂ ǈǒ5ƱĂdž!ƒ ǈƒ Ĭ!ƒ ƧǒƬǒ ƓǆǆǇ .ƘƒƧĂþ!ƒ Ƨǒʒƙdž! ăƨƶƙ ĭƧƒþŮƒ ƧǒĂƱƙ!ƒ þĂnjɳ!

ƘƓùƿĂƶdž!ƒ ŁùƵĂdžɳdž ǋǅŦƬùƙ ĭƦù!ƒ ŁƿƓƵŰƒ ǈdž ăĂƙʅdž!ƒ Σ5ǉ ǈĂŦƧþǒ ƓnjǁǁƒĂǀơ!ƒ Ǒƙ!ƒ ƘƒƧĂþ!ƒ

Ŏù5Ă ýdžƒĂƺ!ƒ ɏǒdžɳ Ŏ5 Łǒƛ Ƨ5!ƒ Ƣ5Ƨ Ĭ!ƍ ƧǒƬƙ Łɳǒƙǉ!ƒ ǉƦǋĂ . ĭƧƒþŮƒ ƧǒĂƱƙ!ƒ þĂnjɳ! Łƛƨƙ5dž!ƒ

.ý‡‡ ƘƓƿĂƶdž!ƒ

[illegible]

[illegible] (%69.4) [illegible] (230) [illegible] (%30.6) [illegible] (101) [illegible] (25) [illegible].

(29) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]
%46.1	106	[illegible]	*
%13.9	32	[illegible]	1
%.8	2	[illegible]	2
%5.6	13	[illegible]	3
%5.2	12	[illegible]	4
%3.9	9	[illegible]	5
%3.9	9	[illegible]	6
%3.4	8	[illegible]	7
%2.6	6	[illegible]	8
%2.6	6	[illegible]	9
%2.1	5	[illegible]	10
%1.7	4	[illegible]	11
%32.6	75	[illegible]	*
%9.1	21	[illegible]	12
%6.5	15	[illegible]	13
%5.2	12	[illegible]	14
%4.3	10	[illegible]	15
%3	7	[illegible]	16
%2.1	5	[illegible]	17
%2.1	5	[illegible]	18
%21.3	49	[illegible]	*
%10	23	[illegible]	19
%4.4	10	[illegible]	20
%.4	9	[illegible]	21
%4	9	[illegible]	22
%2.6	6	[illegible]	23
%100	230	[illegible]	

ĐžŇjƧƱĿj ŧnjŋǍ ĿJdž Ǒk!fǍ ĿJǒƛǍơhdž!f Ǥnjh ƔǤŋf Ǒk!f ƘǤơfƧkpǗf ĐžŇjf Ǐ!f (29) ĐžpƧ ýǍƥŋ!f ƧǒŢǒ

ĿJùdž Ʊùơǖǒ .Ǥnjh ýdžƵ Ǥdž fŖf ĿJƥƧǗf Ǒ5 ǑdžǍŧơ!f ĭƧfƥǗf ƧǒǍƱk!f ƥǍnjŋ Ŧǒ!Ǥƶ5 ƴ5Ƨ Ǒ5 Đžnjƪk ƥp

Ŧhƪùǈh Ǐù!ǍǗf ŦùhkƧdž!f Ǒ5 ƘǤǤŋ ƥp ĭƧfƥǗf ƔǈǤŋ!Ǥh ŦlǉƶkdžǏ!f ƘǤơfƧkpǗf ĿJf (29) ĐžpƧ ýǍƥŋ!f

ĿJf ĿJǒùơ Ǒù5 ÜǎƧùƤǗf ƔùǈfǍŋ!Ǥh ŦǈƧǤldž Ŧƶ5kƧdž Ŧhƪǈ ǑŇjǍ ÜĿJǒƛǍơhdž!f ƘǤhǤŋf ĿJdž (%46.1)

ƘǤùhǤŋf ĿJùdž (%32.6) Ŧhƪùǈh ŦùǒǈǤƛ!f ŦhkƧdž!f Ǒ5 ƘǤǤŋ ǑǈǍǈǤl!f ƔǈǤŋ!Ǥh ŦlǉƶkdžǏ!f ƘǤơfƧkpǗf

Ŧhƪǈh lƧǒƤǗf ŦhkƧdž!f Ǒ5 ŦǒǍǈƶdž!fǍ Ŧǒƥǒdž!f ƨ5fǍơ!f ƔǈǤŋh ŦlǉƶkdžǏ!f ƘǤơfƧkpǗf ƘǉkơfǍ ÜĿJǒƛǍơhdž!f

Ǒ5 ƫǉƶkdž!f ƟfƧkpǗfǍ ĭƧfƥǗf ƔǈǤŋ!Ǥh ƫǉƶkǒ Ǥdžǒ5 ŦƛơǤh!f ƝkǈjƪkǍ .ĿJǒƛǍơhdž!f ƘǤhǤŋf ĿJdž (%21.3)

ĿJùǒƧfƥǗf ǤfƧƥùdž!f ƧǤǒkƤf ýǤƛdž!f ýǒhƪ ǏǉƵ Ɣŋǒ ƝǈŀF Ɣƪǈǉdž!f ĿJǤŧdž!f Ǒ5 ƔƪǈǤdž!f ƒ ƤŢ!f ƴưǍ

ĿJùdž ƧùƱǈj ŦùnjŋǍ Ǎf ĭfƧ ĭf ýǤhlkùƪǗ ĐžŇjǤ5k!fǍ ƧƥŢ!f Ŧƶƪh Đžnjǈǉdž ýŧ ƴkdžkǒ ĿJfǍ ÜlǤǤ5ŧ!f ǍǍŖ

Ƨùdžf ĭf Ǒù5 ŇkƶŋfƧdžǍ ŇǒǑƧ ǤfƥhǗ Ǒ5Ǥŧ!f ƘpǍ!f ƻƱǍdž!f fŖnj! Ƨǒƥdž!f Ƨ5Ǎǒ ĿJfǍ ÜƧƤǗf ƻƱǍdž!f

.ýdžƶ!f ƒ Ƥǒ

ǑùkfǍ Ŧǒǉdžƶ!f lƧhƤ!fǍ lǤǤ5ŧ!f Ɣƪơ ĿJǒ5ƱǍdžǉ! ƔƪǈǗf ƧǤǒkƤǗf Ǒ5 ĿJdžŧǒ ĭƧfƥǗf ƧǒǍƱk!f ĿJf

ǎǍkƪùdž lƥǤǒƨ Ǐ!f Ŧ5ǤưǗǤh ÜĿJǒ5ƱǍdžǉ! ǑdžǍŧơ!f ƔǒƧƥk!f Ŧ5ǉŧk ĿJdž ýǉlkǍ ƧǒǍƱk!f ŦƵƧƪ ĿJdž ƥǒƨk

.Ňǉ! ŦdžƑǖdž!f Ŧ5ǒƱǍǉ! ƻƱǍdž!f ƫǤơk!f Ŧǒfƥh ƴdž ƻƛŧdž ýŧŢh Ɣǒƨƥk!f

ýùdžƶ!f Ǒù5 ŦùƶhǤkdž!fǍ ŦhǤpƧ!f ǎǍkƪdž ƻƶư ŦƱơǖdž ĿJŧdžǒ5 ǑǈǍǈǤl!f ƔǈǤŋ!Ǥh ƫǉƶkǒ Ǥdžǒ5 Ǥdžf

ƘǤƶǒƧŢùk!f ŦùƶŋfƧdž ƔùŋǒŦǒơ ÜĐžnjǈǒƶkǍ ĿJǒ5ƱǍdž!f ǤǤlkǈf ƥƵfǍpǍ Ʃƪh Đžfƨk!Ǘf ǎǍkƪdž ǑǈƥkǍ

ƘfƧfƧùl!f Ǒù5 ŦùŇjfƨǈ!fǍ Ŧǒ5Ǥ5Ţ!f ƨǒƨƶk Ǒ5 ĐžnjƪkǍ ƥǤƪ5!f ƧŇjfǍƱ ĿJdž ƥơk ĿJf ĿJŧdžǒ Ǒk!f ŦǒǈǍǈǤl!f

ÜǖƱǤùh ƫơk Ǎf Ǥlơ Ǒƺǉk Ǒk!f ŦǒhǍƪơdž!fǍ ŦƱƪfǍ!Ǥh ýƛdžkdž ǤǈkǤƪƪƌdž Ǒ5 ĭƧfƥǗf ƥǤƪ5!f .ŦǒdžǍŧơ!f

ĭƧfƥǗf ƥǤƪù5!f ýƛdžkǒǍ Ǥdžŧ Ü ƒ Ƨ5!f ƌ5Ǥŧk Ǎ lfǍǤƪdž!fǍ Ŧ!fƥƶ!f Ʃƪf ǏǉƵǍ ƧƤǗf ƫơ ǏǉƵ ĭƥkƶkǍ

ĿJùdž ǖŧùŢ Ŧù5ǒƱǍ!f ýǖƺkƪfǍ ƩǖkƤǗfǍ lǍŢƧ!f ĿJdž ýŧ ƧhkƶkǍ ÜŦdžƱǈǗfǍ ĿJǒǈfǍl!Ǥh ƥǒlk!f Đžƥƶh

ƴùdž ƔkfǍƧ!f ǎǍkƪdž ǑǈƥkǍ ÜĿJǒǈfǍl!f ĐžfƧkơf Đžƥƶ lƥǒ!Ǎ ĿJǍŧk ýǤŧŢǗf ǈŖŇjǍ ÜĭƧfƥǗf ƥǤƪ5!f ýǤŧŢf

ƩùŧƶǒƥùpǍ fŖnjhǍ Üýdžƶ!f ƘǤǒpǖƤf ƔǤǒƺǍ ÜŦǒ5Ǥ5Ţ!f ĐžfƥƶǈfǍ Ƨl5!f ƧǤŢkǈfǍ ÜŦŢǒƶdž!f ƻǒ!Ǥŧk ƳǤ5kƧf

ǏùǉƵ ƧǒƛǤùk!fǍ ÜŦù!Ǎƥ!f lƨùnjŋfǍ ŦùdžǍŧơ!Ǥh ĿJƱǍùdž!f Ŧlƛ ĿJfƥl5 Ǒ5 ýƛdžkk fƧǤƛf ĭƧfƥǗf ƥǤƪ5!f

.Ŧ!fƥƶ!f Đžƥƶh ĿJƱfǍdž!f ƧǍƶŢǍ ĿJǍǈǤl!f lƥǤǒƪ ƻǤƶưfǍ ÜŦǒƱfƧldžǒƥ!f

ĎĭþùƵĂ ƻƯĂďž!ƒ ĆƠƣƧŬ ƚŏþƠďž!ƒ ŎơƒĂǈ!Ǡƕ ĎĭƠďžƙǋŬƒ ƖƧĂƧƣ Ĭ!ƒ (29) ĎĭƿƧ ýĂþƞ!ƒ ƧŏƬŏĂ Ơďžǂ

Ŏù5 ǊùƿǘƤƒĂ ǊùďžƵ Ŏ5 ƻƯĂďž!ƒ ĆƒþĎ ĬďžƵ ƧƛĎ ǇďžǊ! Ơďž! ŬƠƣŏƒ ĭĂǈƶďž!ƒ ƔǈƠƞ!Ơƕ ĎĭƠďžƙǋŬƒ ýƠ5ƩƒĀ

.ƠǌƙďžþƤƕ ĎĭĂǀŏ Ŏƙ!ƒ ƚƒ5!ƒ ǉƠƞƙĂ ǊďžƺƬŏ ĭƦ!ƒ ƔƮǈďž!ƒ ǉƠƞƙ ǊƙƠƕƞƒĂ ƚƪƧƠďžďž

ǀ ǻ ĭ Ţ ǋǂǁƐǋ ƛǝƑǂǁƐ

ǁƨ ƹ ƺƥǫǁƐ ƛǝƑǂǁ :ǗǋƐ

Ʊ ù ƪ ǍǩǁƀǍ ǂƱ ù ƪ Ǎǩǁ ǂƞ ƧƥƀǄ ƞ ƥƿ ĭ Ƨ ƒ ƥ Ǖ ƒ Ƨ ŏ Ǎ Ʊ ǩ! ƒ ǂ ŏ!Ǵ ƶ5 ă Ǎ ǩ ƪ ǁ ǈ ƒ ǂ ƪ ƒ Ƨ ƥ! ƒ ǋ Ƒ Ǵ ǩ ǉ Ƙ Ƨ ǌ Ʊ .1

ĭ Ƨ ƒ ƥ Ǖ ƒ Ƨ ŏ Ǎ ù Ʊ ǩ! ƒ ǂ ù ŏ!Ǵ ƶ5 ƥǴƶƀ ỹ ŏ ǁ ƞ ǈ Ĭ!ƒ ǂ ƪ ƒ Ƨ ƥ! ƒ ǉ ƦǋǊ ƘǴǉǴƀ ƘƧǴŢ Ǵǁǂ Ü(3.30) ƸǁƀǑǅǴƪơ

ǂŏǅǴƪ ù ơ! ƒ ǴǌǩǴƱ ƪ ƒ Ǎ ǩ ǁ Ƙ ơ Ǎ ƒ Ƨ ǩ Ʀ ƒ ÜǴǋ ǔ Ƶ "Ɣ ŏ Ƨ ƥ ǩ! ƒ" ƥ ƶ ƀ ǈ Ǵ ǂ Ǎ Ʊ ƪ Ǎ ǩ ǁ ǂ ŏ!Ǵ ƶ5 ă Ǎ ǩ ƪ ǁ ƀ ǁ!Ʀ ǂ ƘǴƞ

.(3.45-3.13) ǈ ŏ ƀ Ǵǁ

ǂ ù ư Ƨ ǩ5 ǁ! ƒ ý ù ǁ ƒ Ǎ ƶ! ƒ ǈ ǁ ý ǂ Ǵ ǌ ǁǂŢǩ Ǒǩ! ƒ ǂ ƥ Ǵ Ƶ Ǖ ƒ ǈ ǁ Ʊ ƪ Ǎ ǩ ǁ ă Ǎ ǩ ƪ ǁ ǁ!Ǵǉ ǋ ǈ ǋ Ƒ Ǵ ǩ ǉ Ƙ Ƨ ǌ Ʊ .2

ý ù ǁ ƒ Ǎ ƶ! ƒ ǉ Ʀ ù ǌ! ǂ ù ƥ Ǵ Ƶ Ǖ ƒ ă Ǎ ǩ ƪ ù ǁ! ǑǅǴƪơ! ƒ Ʊ ƪ Ǎ ǩ ǁ! ƒ Ƹ ǁƀ ƥ ƥ Ǎ ǈ ƥ Ƨ Ǖ ƒ Ǒ5 ĭ Ƨ ƒ ƥ Ǖ ƒ Ƨ ŏ Ǎ Ʊ ǩ! ƒ ƥ Ǎ ǌ ƞ!

Ƨ ŏ Ǎ ù Ʊ ǩ! ƒ ƥ Ǎ ù ǌ ƞ! ǂ ù ƥ Ǵ Ƶ Ǖ ƒ Ƙ Ǵ ŏ Ǎ ǩ ƪ ù ǁ Ĭ ù ǁ Ƶ ǂ ŏ ƥ Ǵ ǁ! ƒ Ǎ ǂ ŏ Ƶ Ǵ ǁ ǩ ƞ Ǖ ƒ ý ǁ ƒ Ǎ ƶ! ƒ Ƙ Ƨ ƥ Ţ ǩ ƥ ƥ Ǎ Ü(3.59)

ý ǂ Ƙ ǁǂŢ Ǵ ǁ ǉ ŏ ƀ Üǂ ŏ ƥ Ǵ ǁ! ƒ ý ǁ ƒ Ǎ ƶ ǁ! (3.78)Ǎ ǂ ŏ Ƶ Ǵ ǁ ǩ ƞ Ǖ ƒ ý ǁ ƒ Ǎ ƶ ǁ! (3.81) Ƙ ƺ ǁƀ ǂ ŏ!Ǵ Ƶ ǂ ƥ Ǵ Ƶ ƒ Ƙ Ǵ ƞ Ƨ ƥ ƀ Ǎ

ǂ ŏ ƪ Ǵ ŏ ƪ! ƒ ý ǁ ƒ Ǎ ƶ ǁ! (3.46) Ƙ ƺ ǁƀ ǂ Ʊ ƪ Ǎ ǩ ǁ ǂ ƥ Ǵ Ƶ ƒ Ƙ Ǵ ƞ Ƨ ƥ ƀ ǂ ŏ Ƒ ƒ Ƨ ƞ Ǖ ƒ Ǎ ǂ ŏ ǉ Ǎ ǉ Ǵ ǁ! ƒ Ǎ ǂ ŏ ƪ Ǵ ŏ ƪ! ƒ ý ǁ ƒ Ǎ ƶ! ƒ ǈ ǁ

.ǂ ŏ Ƒ ƒ Ƨ ƞ Ǖ ƒ Ǎ ǂ ŏ ǉ Ǎ ǉ Ǵ ǁ! ƒ ý ǁ ƒ Ǎ ƶ ǁ! (3.40)Ǎ

ǂ ù!Ǖ ƥ! ƒ ă Ǎ ǩ ƪ ù ǁ ƥ ù ǉ Ƶ ǂ ù ǁ ǌ ǁ ǂ ŏ Ƒ Ǵ Ţ ơ ƒ ǂ!Ǖ ƥ Ƙ ƒ Ʀ ƾ Ǎ Ƨ5 ƥ Ǎ ƞ Ǎ ǁ ƥ Ƶ ǈ Ƶ ǂ ƪ ƒ Ƨ ƥ! ƒ ǋ Ƒ Ǵ ǩ ǉ Ƙ5 Ţ ǂ .3

ǂ ù ŏ!Ǵ ǩ! ƒ Ƙ ƒ Ƨ ŏ ƺ ǩ ǁ! ƒ Ĭ!ƒ ă ƨ ƶ ǩ ĭ Ƨ ƒ ƥ Ǖ ƒ Ƨ ŏ Ǎ Ʊ ǩ! ƒ ƥ Ǎ ǌ ƞ ǂ ŏ!Ǵ ƶ5 ă Ǎ ǩ ƪ ǁ! ǈ ŏ ƛ Ǎ ơ ƀ ǁ! ƒ Ƨ ŏ ƥ ǀ ǩ Ǒ5 ($\alpha \le 0.05$)

Ü(ƻ Ʊ Ǎ ǁ! ƒ Ǵ ǋ Ƨ ư ơ Ǒǩ! ƒ Ƙ ƒ Ƨ Ǎ ƥ! ƒ ƥ ƥ Ƶ Üǂ ǁ ƥ Ƥ! ƒ Ƙ ƒ Ǎ ǉ ƪ ÜǑ ǁ ǁ ƶ! ƒ ý ǋ ƌ ǁ! ƒ ÜǑ5 ŏ Ʊ Ǎ! ƒ Ĭ ǁ ƪ ǁ! ƒ Ü Σ ǉ ƞ! ƒ)

ǈ ŏ ƛ Ǎ ơ ƀ ǁ! ƒ Ƨ ŏ ƥ ǀ ǩ Ǒ5 ($\alpha \le 0.05$) ǂ!Ǖ ƥ! ƒ ă Ǎ ǩ ƪ ǁ ƥ ǉ Ƶ ǂ ŏ Ƒ Ǵ Ţ ơ ƒ ǂ!Ǖ ƥ Ƙ ƒ Ʀ ƾ Ǎ Ƨ5 ƥ Ǎ ƞ Ǎ ǈ ŏ ƀ ǩ ǈ ŏ ơ Ǒ5

ă Ǎ ǩ ƪ ù ǁ ǁ ŏ ŏ ǀ ǩ Ǒ5 Ǎ ǈ ŏ5 Ʊ Ǎ ǁ! ƒ Ǵ ư Ƨ ƾ ŏ ǀ ơ ǩ Ǎ ǂ ŏ Ƨ ƒ ƥ Ǖ ƒ Ƙ Ǵ ǁ Ǎ ǁ ƶ ǁ! ƒ ǁ Ʊ ǉ ĭ ƥ ƶ ƀ Ǒ5 (Ƨ ǁ ƶ! ƒ) Ƨ ŏ ƺ ǩ ǁ! ă ƨ ƶ ǩ

Ƙ Ǵ ù ƞ Ǎ (Ƨ ƛ ǂ ƌ ù5 46) Ǎ (45-31) ǈ ù ǁ ǈ ŏ ǩ ŏ Ƨ ǁ ƶ! ƒ ǈ ŏ ǩ Ƒ5! ƒ ǈ ŏ ƀ ƾ Ǎ Ƨ5! ƒ Ƙ ƨ ǂ Ƨ ǩ ƥ ƥ Ǎ Ü ý ǂ ǂ ǂ ŏ!Ǵ ƶ5! ƒ

.(Ƨ ƛ ǂ ƌ5 46) Ƨ ǁ ƶ! ƒ ǂ Ƒ5 Ơ!Ǵ Ţ! ƾ Ǎ Ƨ5! ƒ

ǂ ù!Ǖ ƥ! ƒ ă Ǎ ǩ ƪ ù ǁ ƥ ù ǉ Ƶ ǂ ù ǁ ǌ ǁ ǂ ŏ Ƒ Ǵ Ţ ơ ƒ ǂ!Ǖ ƥ Ƙ ƒ Ʀ ƾ Ǎ Ƨ5 ƥ Ǎ ƞ Ǎ ǁ ƥ Ƶ ǈ Ƶ ǂ ƪ ƒ Ƨ ƥ! ƒ ǋ Ƒ Ǵ ǩ ǉ Ƙ5 Ţ ǂ .4

ǂ ù ư Ƨ ǩ5 ǁ! ƒ Ƙ Ǵ ù ƥ Ǎ ƶ ǁ! ƒ ǈ ǁ ǂ Ƶ Ǎ ǁ ƞ ǁ ǋ ǁǂŢǩ Ǒǩ! ƒ ǂ ƥ Ǵ Ƶ Ǖ ƒ ă Ǎ ǩ ƪ ǁ! ǈ ŏ ƛ Ǎ ơ ƀ ǁ! ƒ Ƨ ŏ ƥ ǀ ǩ Ǒ5 ($\alpha \le 0.05$)

ý ù ǋ ƌ ǁ! ƒ ÜǑ5 ŏ Ʊ Ǎ ù! ƒ Ĭ ǁ ƪ ǁ! ƒ ÜƧ ǁ ƶ! ƒ Ü Σ ǉ ƞ! ƒ) ǂ ŏ!Ǵ ǩ! ƒ Ƙ ƒ Ƨ ŏ ƺ ǩ ǁ! ƒ Ĭ!ƒ ă ƨ ƶ ǩ ĭ Ƨ ƒ ƥ Ǖ ƒ Ƨ ŏ Ǎ Ʊ ǩ! ƒ ƥ Ǎ ǌ ƞ!

.(ƻ Ʊ Ǎ ǁ! ƒ Ǵ ǋ Ƨ ư ơ Ǒǩ! ƒ Ƙ ƒ Ƨ Ǎ ƥ! ƒ ƥ ƥ Ƶ Üǂ ǁ ƥ Ƥ! ƒ Ƙ ƒ Ǎ ǉ ƪ ÜǑ ǁ ǁ ƶ! ƒ

ƗùƢƒƧƥĂ (**1999**ÛĬǆƑDŽǂƨDŽǁƐ) ƗƢƒƧƥ LJdž ýǂ ƝƑǴƙǉ LJǑƕĂ ǴnjǉǑƕ ƧǑƕǂ ǋƕǴTƙ ƗƢƒƧƥ!ƒ ƝƑǴƙǉ ƘƧnjUƒ .5

ƗƢùdžP ăƥdž ĬǁƵ ǴƢĂdžǁdž ǴƵǴƼƙƧƒ ƥnjTƙ ĭƧƒƥǙƒ ƧǑĂƱƙ!ƒ ƗǑ!Ǵƺ5 LJƒ ƗǑơ Ü(**Khasawneh,1997**)

Σ ù ǂƶǒ ƒƦnj5 ÜǊlǒlơƙ Ŏ5 Ɨ!ĂƦudž!ƒ ƥĂnjƞ!ƒĂ ƧǒĂƱƙǁ! Ƨ5Ăƙdž!ƒ ĭƥǴdž!ƒ ǄƵƥ!ƒ LJdž ǄƸƧ!ƒ ĬǁƵ ÜƗǉƢ ƧTƵ

.ǋnjƞƒĂƙ Ŏƙ!ƒ ƘǴpĂƶdž!ƒ ƒ ǒPTƙĂ ĭƧƒƥǙƒ ƧǒĂƱƙ!ƒ ƯƒƧƸǓ ǄƵƥ!ƒ ƒƦǋ ýǖƺƙƢƒ ǄƥƵ

[illegible]

[illegible]

[illegible]

.1 [illegible]

[illegible]

.2 [illegible]

[illegible]

.3 [illegible]

[illegible]

.4 [illegible]

[illegible]

.5 [illegible]

[illegible]

hŭĭǴþyǁɛ ƱƜɛþǅǁɛ

ΣöĂʅù!ƒ lǴǉþ ƗƶǆǴȵƕ ƗöƕƧƙ!ƒ ƘǴöǁǂ Ŏ5 ĭƧƒþŰƒ ǠƒþȖƒ ƧöĂƱƙ" Ü2005 Üþǆơƒ ŎơƘ5 ƧöƕƵ ÜǋǆöǁʅĂƕƒ

.ƧȚǆ ÜĬyǅƑƜǁɛ !ĭǂyƗǁɛ Ĭƺ lƑƨɛþǭ hŭǂƜǅ Ü"ƗǁǆǴƬ!ƒ lþĂȵ!ƒ lƧƒþǫ ǠĂư Ŏ5

. ǇþƧŬƒ -ǇǴǆƵ Û "ăþɛǭȖɛ þĭǋǗƗǁɛǋ ǋúƬȖɛ" Ü1995 Üþǆơƒ ÜþöƬƧǅ

ÜƧùǂƽ!ƒ Ƨƒþ Ü"Ĭøƪĭǵ"Ɨ þǋǉưǆǅ" ăþɛǭȖɛ þĭǋǗƗǁɛ Ĭƺ ƔþƬƑyǅ lƑƨɛþǭ Ü1995 ÜǅȚǴƵ ÜŎȵƧƵȖƒ

.ǇþƧȖƒ-ǇǴǆƵ

ƘŭöùǂĂĂ ǠǴùʅƌƧ! ĭƧƒþŰƒ ƧöĂƱƙ!ƒ Ŏ5 ƗǆþƤ!ƒ ǠǴǉǅ ĭƧƒþŰƒ ƔöƧþƙ!ƒ ƧĂþ" Ü2006ÜǅǴǌ!ƒ ÜŎǆƖƕ!ƒ

.ƗǆƧǂǆ!ƒ Ɨǂǆ Üǌþƪǁɛ !ǵ hŭyǅƑƜÜƧöƙʅȵǴǆ Ɨ!ǴʅƧ Ü"ƗǆƧǂǆ!ƒ Ɨǂǆƕ ăƧǀ!ƒ ǅǅ ƗƶǆǴȵƕ ǅǴʅþȖƒ

-lƧǋǴǀ!ƒ ÜƗöƧƒþŰƒ ƗöǆǇǉǁ! ƗöƕƧƶ!ƒ ƗǆƱǉǆ!ƒ ƘƒƧĂƬǉǆ Ü2003 Ü"ĬǴþyǁɛ ǅƲǗǋǁɛ Ĭƺ ăþɛǭȖɛ þĭǋǗƗǁɛ"

.ƗöƕƧƶ!ƒ ƧȚǆ ƗöƧĂǌǆȵ

."hŭĭǅʅƑǋǁɛ hŭĭǆǭþŬɛ hƕlǂǅǅǁɛ Ĭƺ ăþɛǭȖɛ þĭǋǗƗǁɛ" Ü1992 ÜýöƑǴƤöǆ ÜǇǴƶöǆȵ

lƧƒþǫ ƧööǴùƶǆ ǠĂư Ŏ5 ǅǴƶ!ƒ ǅöǁƶƙ!ƒ ƘǴʅʅƌǆ Ŏ5 ĭƧƒþŰƒ ƧöĂƱƙ!ƒ" Ü2005ÜƳƒƨǋ þǆơǆ ÜǇǴöʅơ!ƒ

-þùƕƧƒ Üƥǋøǅþĭǁɛ hŭyǅƑƜÜƗöƕƧƙ!ƒ ƗöǁǂÜƧöƙʅȵǴǆ Ɨ!ǴʅƧ Û"ƘöĂǂ!ƒ Ɨ!Ăþ Ŏ5 ƗǁǆǴƬ!ƒ lþĂȵ!ƒ

.ǇþƧȖƒ

Ŏ5 ƗöǆöþǴǂȖƒ ǇĂƌƬǁ! ǠƒþǆƵ!ƒ ƔƒĂǉ! ƗöƧƒþŰƒ ƘǴöǴƽǂ!ƒ ƧöĂƱƙ" Ü2007 ÜŎȵǴǉ þǆơǆ ÜΣöƵþ!ƒ

Ü5ʅǅǭ hŭyǅƑƜ ÛǉƒƧĂƙǂþ Ɨ!ǴʅƧ Ü"ƔʅĂơǆ ŎƕöƧþƙ ǋǆǴǉƧƕ ǅƒþƤƙʅǴƕ ƗöǉǆöǇ!ƒ ƘǴƶǆǴȵ!ƒ

.ƗöƧĂʅ!ƒ ƗöƕƧƶ!ƒ ƗöƧĂǌǆȵ!ƒ ÜƪƬǆþ ÜƗöƕƧƙ!ƒ Ɨöǁǂ

ǇʅơǆƖ!ƒ þƕƵĂ ýǴƶƙǆ!ƒ þƕƵ þǆơƒ þöʅ þǆơǆ ƗǆȵƧƙ Ü"hŭĭþʅǴǁɛ ǭþɛǋǅǁɛ Ɣþɛǭǆ" Ü2003ÜĭƧǴȵ ÜƧǁʅöþ

. ƯǴöƧ!ƒ ÜƧƬǉǁ! ǭöƧǆ!ƒ Ƨƒþ ÜlþĂȵ

ÜDžqøDŽĐDŽǁƐ βƐNjøΘǁƐ Û"Ŧùŏdžǥǉ!ƒ ýĂþù!ƒ Ŏ5 ǉSNjǤƱdžĂ ĭSƒþŰƒ SŏĂƱķ!ƒ ýPƒþdž "Ü2008 ÜDžS‡Đ ÜDž!Ǥʅ

.2295þþz!ƒ

ƕøŦĐDŽ Ü"Ŧƕʅǥơdž!ƒ ǇƒĂŏþ ǄƒþĐ ĬǁƵ ĭSƒþŰƒ SŏĂƱķ!ƒ Sλƒ" Ü2003ÜþƕƵ ÜŦTƕƒSP!ƒ ;SĂȚǉdž ÜǀþŏǤzʅ!ƒ

.ỵƒS!ƒ þþz!ƒ ÜSTƵ ǇdžǤʎ!ƒ þǁŋdž!ƒ Ü ǀ ƑƨƐþqǁƐNj ƘNjΘǤ‡ǁ

.ǇþSŰƒ-ǇǤdžƵ ÜSTǉǁ! ǀSʅŏdž!ƒ Sƒþ Û"ăþƐqŰƐNj ĬDŽĭưdžŦǁƐ þĭNjƯŦǁƐ" Ü2009 Üýűƕ ÜŦǉSǤ‡ʅ!ƒ

Ŧ!Ǥùʅ SÜ "Ŧùŏǉƒþŏdž Ŧùʅ ƒSþ:ǇþSŰƒ Ŏù5 ĭSƒþŰƒ SŏĂƱķ!ƒ ǄƒþĐ DžŏŏǀƘ" Ü1994 Üþdžơdž þdžơƒ ÜǉSǤdžʅ

.ǇþSŰƒ -ǇǤdžƵ ÜƕĭǤqþŬƐ ƕỵDŽƑШǁƐ ÛŦŏSƒþŰƒ DžĂǁz!ƒĂ þǤȚķpŰƒ Ŧŏǁ‡ ÜSŏķʅŋǤdž

Ưzƕùƕ Ŧùŏdžŏþǥ‡Űƒ DžǤʅpŰƒ ƘűŏŦĂ! ĭSƒþŰƒ SŏĂƱķ!ƒ ƘǤŋǤơ" Ü2006 ÜŦdžűʅ ƘǉƕýdžĐ ÜǇǤdžǤT!ƒ

Ü Ĭ ǁƑøỵǁƐ !ĭø‡ỵŦ‡ǁ ƕĭqNjỵƨǁƐ ƕ‡ШDŽǁƐ Ü"ŦŏƼŏƱĂ!ƒ ǇNjķǤŏ!Ăƌʅdž ǄĂư Ŏ5 ŦŏþĂzʅ!ƒ ƘǤzdžǤŋ!ƒ

. ƯǤŏS!ƒ ÜŦŏþĂzʅ!ƒ ŦŏƕSz!ƒ Ŧ‡ǁdždž!ƒ

Ŧùŏǁŏǁơķ Ŧùʅ ƒSþ:ŦùŏǉþSŰƒ Ƙǉdžùʅ Űƒ Ŧ‡ST Ŏ5 ĭSƒþŰƒ SŏĂƱķ!ƒ" Ü2005ÜþĂdžơdž ýþǤƵ ÜSĂǀȚ!ƒ

.ǇþSŰƒ Ü ǀ ĭǤǁƐ üϽ ƕỵDŽƑШ ÜŦŏSƒþŰƒ DžĂǁz!ƒĂ þǤȚķpŰƒ Ŧŏǁ‡ ÜSŏķʅŋǤdž Ŧ!ǤʅS Ü"Nŏdžŏŏǀķ

DžǤùz!ƒ YǤùƱǀ!ƒ Ŏ5 þƑǤʅ!ƒ ŎdžŏƯǉķ!ƒ ƢǤǉdž!ƒ Ŏ5 ĭSƒþŰƒ SŏĂƱķ!ƒ ƘƒþơĂ Sλƒ "Ü1996Üþdžơdž ÜŦǉdžǤzƱ

.23 þþƵ ÜƕĭþƐqŰƐ !Nj‡ỵǁƐ ǀ Ƒ ƨ Ɛ þq Û"ǇþSŰƒ Ŏ5

Ü"Nùķŏ!Ǥz5 ƽùŏǀơķ Ŏ5 ŦŏSƒþŰƒ Ƙƒþǥǀ!ƒ SĂþĂ ĭSƒþŰƒ SŏĂƱķ!ƒ Ŧ5ʅǁ5" Ü1988 ÜSTƕƒ Ǉʅơ ÜƔŏƱ!ƒ

.12 þǁŋdž ÜƔþƐqűǁ ƕĭǤþỵǁƐ ƕ‡ШDŽǁƐ

.11 þþz!ƒ Üăþ ƐqŰƐ Ü"ĭSƒþŰƒ ΘűȚŰƒ ƘǤpĂzdž" Û1989ÜþdžơƒÜƔŏƱ!ƒ

-ƽTùdžþÜSTǉǁ! Ǥùư S!ƒ Sƒþ Ü" ƕƨþƑDŽDŽǁƐNj þǀƺǁƐ " ăþƐqŰƐ ǋűTŰƐ Ü2003 ÜШǤơ!ƒ ŬǤŏþ Ü ƻ SǤƵ

. ǤŏSĂʅ

.ǇǤdžƵ ÜSTǉǁ! ŦŏƒS!ƒ Sƒþ Ü"ăþƐqŰƐ þĭNjƯŦǁƐNj ƯĭƯƢŦǁƐ "Ü2008ÜSŏǉdž þŏƨ Ü ĭ ĂƕƵ

ƘŮǴ Ț ùƙŮƒ: ĭ ƧƒƥŰƒ ƧŏĂùƱƙ!ƒ ƗŏǁdžƵ Ŏ5 ŎƞŏƙƒƧƙƪŮƒ ǁŏƧT!ƒ ƧĂƥ"Ü2002ÜƥdžơdžƥŏƧ5 ÛƗdžƪƒĂǀ!ƒ

ƕʋøɏDžƑƜ ÜƗùŏƧƒƥŰƒ DžĂùǁƺ!ƒ Ă ƥǴ Ț ùƙƥŮƒ Ɨŏǁǂ ÜƧŏƙƪƞǴdž Ɨ!ǴƪƧ Ü"ƗŏƪƒƧƥ Ɨ!ǴơǂƗŏǈƥƧŰ̄ƒ

.ǇƥƧŰ̄ƒ-ƥƕƧƒ ÜƿNjDžƥĭǁɛ

ƧùƱǈ ƗnjƞĂ Ǉdž: ǇƥƧŰ̄ƒ Ŏ5 NJƙǴƥĂƶdžĂ ĭ ƧƒƥŰƒ ƧŏĂƱƙ!ƒ ƗŏǁƵǴ5 DžŏŏǀƘ"Ü1999 ÜŎǁƵ DžTǴNj ÜŎǈǴdžǁƪdž!ƒ

.ǇƥƧŰ̄ƒ Ü l ĭǴǁɛ üƆ ƕʋɏDžƑƜ ÜƗŏƧƒƥŰƒ DžĂǁƺ!ƒĂ ƥǴ ȚƙƥŮƒ ƗŏǁǂÜƧŏƙƪƞǴdž Ɨ!ǴƪƧ Ü"ǇŏƽƱĂdž!ƒ

Ǉ ǇǴùdžƵÜɏŏƨĂƙ!ƒ Ă ƧTùǈǁ! ƗdžǴùƪƊ Ƨƒƥ Ü"ăƥɛƣŰ̄ɛ ƥĭNjƯǂǁɛ lƒĭƜĭƗɛƥƗƨɛ" Û2010 ÜƘĂƧƛÜƧĂnjTdž

.ǇƥƧŰ̄ƒ

Ɨùƪƒ Ƨƥ:ǇƥƧŰ̄ƒ Ŏù5 ǇǴǂƪŰƒĂ ƗdžǴƺ!ƒ ýǴƺTŰƒ lƧƒƨĂ Ŏ5 ĭ ƧƒƥŰƒ ƧŏĂƱƙ!ƒ"Ü1995 ÜDžƛǂƒ Ü ĭ ĂǴǂǁdž!ƒ

.ǇǴdžƵ Üƕĭǁdžǫ ƥŮɛ ƕʋɏDžƑƜǁɛ ÜƗŏƧƒƥŰƒ DžĂǁƺ!ƒĂ ƥǴ ȚƙƥŮƒ Ɨŏǁǂ ÜƧŏƙƪƞǴdž Ɨ!ǴƪƧ Ü"ƗŏǈƒƥŏdžĂ

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أداة الدراسة



أخي الموظف/ أختي الموظفة ،،،

تحية وبعد ؛

ƦǀƸƥǍ Ǐƺ ăƥƸƣǕƸ ƥǐǋƯǂǁƸ ƕǐǁƑƴƺ ǀƒƼǋƴǍǋ ǌǋǂƨǍ " ǈƒĂǉƶƕ ǂǑǉƒƥǑǎ ǂƪƒƧƥƕ ǂƛơƓ!ƒ ǍĂǀƙ ǕƓǎǂƙùƪƒ ǕǍùǂƙƒƧƒƨĂ Ǒù5 ǊùƙƓƥĂƶǎĂ ǐƧƒƥǕƒ ƧǑĂƱƙ!ƒ ǂǑ!Ɠƶ5 ǍǑǑǀƙ ƻƥǌƕ Ǖ "ƕǐǎƣƥǕƸ ǀƸƥƦǋǁƸ ǍƧǂƙ!Ɠùƕ ǍǂǉĂƓùƶƙ ĂùƞƧƉ ƒƦù! Ǖǁ ĂǎƧǑ!ƒ ǂƶǎƓƞ Ǒ5 ǂǎƓƶ!ƒ ǀƧƥǕƒ Ǒ5 ƧǑƙƪƞƓǎ!ƒ ǂƞƧƥ ƘƓƕǐƱƙǎ! ǀƧƓùƬƍ ƴùƯĂ ƴǘƤ ǈǎ ǂǑƵĂƯĂǎĂ ǂƤƥƕ <u>ƥƸƦǜƈ ƕƙǘƙ</u> ǈǎ ǂǉĂǂǎ!ƒ ǂǉƓƙƪǕƒ Ƙƒƨǀ5 Ǐǁƶ ǂƕƓƞǕƓƕ.

.ǂǎƓƙ ǂǑƧƪƕ ƴǎƓƶƙƪ ƘƓǎĂǁƶǎ!ƒ ǈǎƕ ƓǎǁƵ ǕƓƕƪƓǉǎ ǊǉĂƧƙ ǐƦ!ƒ ǈƓǂǎ!ƒ Ǒ5 (✓)

واقبلوا فائق التقدير والاحترام

المشرف	**الباحثة**
أ.د.انيس صقر خصاونة	**إيناس محمود الجمل**

الجزء الأول: المعلومات العامة

[illegible] ☐ [illegible] ☐ [illegible]
[illegible] ☐ 30 [illegible] ☐ 45-31 [illegible] ☐ 46 [illegible]
[illegible] ☐ [illegible] ☐ [illegible] [illegible] ☐ [illegible] ☐ [illegible] ☐ [illegible]
[illegible] ☐ [illegible] ☐ [illegible] ☐ [illegible]
[illegible] ☐ 5 [illegible] ☐ 6- 10 [illegible] ☐ 11 [illegible]
[illegible]: ________________________________
[illegible] ☐ 3 [illegible] ☐ 3- [illegible] 5 [illegible] ☐ 5 [illegible]

الجزء الثاني: التطوير الإداري

يتضمن تقييم مستوى الفعالية

	مستوى فعالية التطوير الإداري	غير موافق بشدة	غير موافق	متوسط الموافقة	موافق	موافق بشدة
*	[illegible]					
1	[illegible]					
2	[illegible]					
3	[illegible]					
4	[illegible]					
5	[illegible]					
6	[illegible]					
7	[illegible]					
8	[illegible]					
9	[illegible]					
10	[illegible]					
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11	[illegible]					
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13	[illegible]					
14	[illegible]					
15	[illegible]					
16	[illegible]					
17	[illegible]					
18	[illegible]					
19	[illegible]					
20	[illegible]					

موافق بشدة	موافق	متوسط الموافقة	غير موافق	غير موافق بشدة	مستوى فعالية التطوير الإداري	
					[illegible]	
					[illegible]	*
					[illegible]	21
					[illegible]	22
					[illegible]	23
					[illegible]	24
					[illegible]	25
					[illegible]	26
					[illegible]	27
					[illegible]	28
					[illegible]	*
					[illegible]	29
					[illegible]	30
					[illegible]	31
					[illegible]	32
					[illegible]	33
					[illegible]	34
					[illegible]	35
					[illegible]	36
					[illegible]	37

الجزء الثالث: معوقات التطوير الإداري

	معوقات التطوير الإداري	غير موافق بشدة	غير موافق	متوسط الموافقة	موافق	موافق بشدة
*	[illegible]					
1	[illegible]					
2	[illegible]					
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6	[illegible]					
7	[illegible]					
8	[illegible]					
9	[illegible]					
*	[illegible]					
10	[illegible]					
11	[illegible]					
12	[illegible]					
13	[illegible]					
*	[illegible]					
14	[illegible]					
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22	[illegible]					
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24	[illegible]					

!ÝDžǫþŰε Ĭʒ ĬDŽNj|Өǁε ǎþεǫŰε þĭNjƯŧǁε ǫNjNJШ ƕĭǁƑỿʒ ƔǫƑĭƦǁ l ƑӨεþŧҕŰε !ljε Ĭlj ƑDž pĭcþĠ : üεDɀ

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ƕyǅǎƑɯǁǁɛ	ƫ Ƭƣƚǂǁǁɛ	!|Өǅǎǁǁɛ !ƨɛ	!5þǁǁɛ
ƿǋǅǎþĭǁǁɛ ƕyǅǎƑɯ	ƕǅǎƑyǁǁɛ ɣþɛƣǕɛ	ƒƑĭʅǁǁɛ ƣǅǎӨƈ .ƣ.ƈ	**1**
ƒĭþƣƚǂǁǁ Ĭǚ Ʋǋǁǁɛƣǋyǅǎǁǁɛƣǋyǅǎǁǁɛ	ƕǅǎƑyǁǁɛ ɣþɛƣǕɛ	lɛƣɛþɯ ƕǅǎƑƨɛ .ƣ.ƈ	**2**
ƿǋǅǎþĭǁǁɛ ƕyǅǎƑɯ	üƑǅǎƳǕɛ ɣþɛƣɛ	ǈǁǁǋƣǋǦɛ üƑǅǎɯ .ƣ.ƈ	**3**
ƿǋǅǎþĭǁǁɛ ƕyǅǎƑɯ	ƕǅǎƑyǁǁɛ ɣþɛƣǕɛ	ĬӨĭþǂƨǅǎǁǁɛ Ĭǂƴ .ƣ	**4**
ƿǋǅǎþĭǁǁɛ ƕyǅǎƑɯ	ƕǅǎƑyǁǁɛ ɣþɛƣǕɛ	þĭƬǚ !ĭyǚ .ƣ.ƈ	**5**

“Abstract”

Level of effectiveness of Administrative Development and its Obstacles at the Centers of Jordanian Ministries from Employees’ Perspective

Prepared by: Enas Mahmmoud Al Jamal

Supervised by: Prof. Anis Saker Khasawneh

This study aimed at identifying level of effectiveness of administrative development and its obstacles in the Jordanian Central Ministries, as perceived by a sample of employees working in these ministries. The study aimed also at identifying whether there are statistically significance differences in respondents’ assessments of the effectiveness administrative development efforts and its obstacles attributed to their demographic characteristics. Seeking to achieve the purposes of the study and to test its hypotheses, a questionnaire was developed and distributed to a systematic random sample of 331 employees in the centre of ten Jordanian Ministries.

The findings of the study showed that the level of the effectiveness of administrative development was medium at its four dimensions, their descending order was as the following: training, administrative information systems, employees’ satisfaction and motivation at last rank.

The findings also showed a medium level of obstruction caused by obstacles related to efforts of administrative development at three of its dimensions in the following descending order: administrative factors, political factors, procedural and legal factors whereas a high level of obstruction was reported in the social and financial factors respectively. Statistically significances differences at ($\alpha \leq 0.05$) in respondents’ assessments of level of effectiveness according to age were reported. No statistically significant differences at ($\alpha \leq 0.05$) were reported in respondents’ estimates of level of effectiveness of administrative development and its obstacles attributed to gender, job title, academic qualification, seniority and the number of training courses attended by the employee. According to the previous results, the study recommended that it is necessary to provide an effective fair bonus system together with working on motivating cooperation and collective work between managers and employees and promoting self criticism terms and useful assessment, and reassessing the income of employees annually to make salaries commensurate with high expenditures of life. Moreover, the study recommended reconsidering providing sufficient monetary allocations to perform the administrative development operations in governmental institutions.

Key words: Effectiveness of Administrative Development, Obstacles of Administrative Development, Jordanian Central Ministries.